INTERIM RESULTS 2019

AGENDA

Introduction	David Squires	CEO
2019 Interim Results	Bindi Foyle	FD
Markets & Outlook	David Squires	CEO

H1 2019 HIGHLIGHTS

- Sales and profit growth despite 737 MAX challenges
- Good progress with technology investments
  - Additive design and manufacturing
  - Electric vehicle
- Opened new Aerospace manufacturing facility in Kuala Lumpur, Malaysia
- Disposal of Blois (French automotive business)
- Full year outlook: Board expects to meet current expectations

2019 INTERIM RESULTS

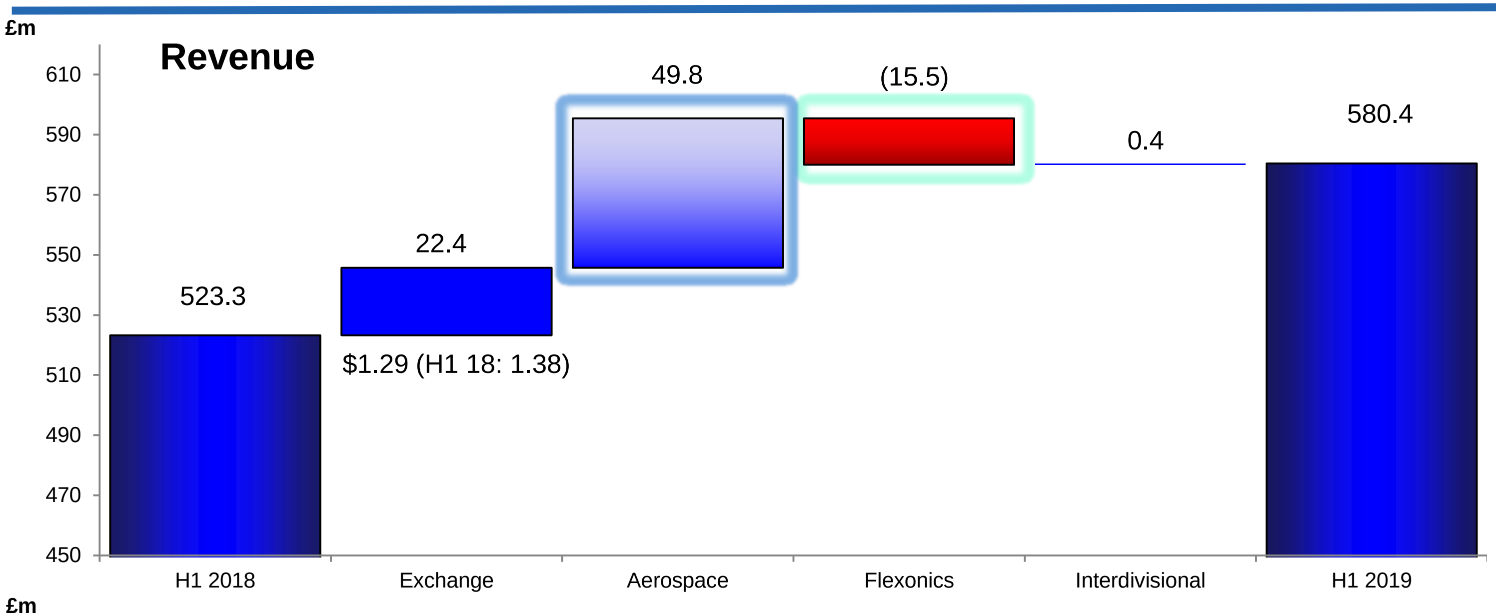
Cautionary Statement
This document contains certain forward-looking statements. Such statements have been made in good faith based on information available at the time of announcing the results for the six months ended 30 June 2019. These statements should therefore be treated with caution due to the inherent uncertainties, including both economic and business risk factors, underlying such forward-looking information.

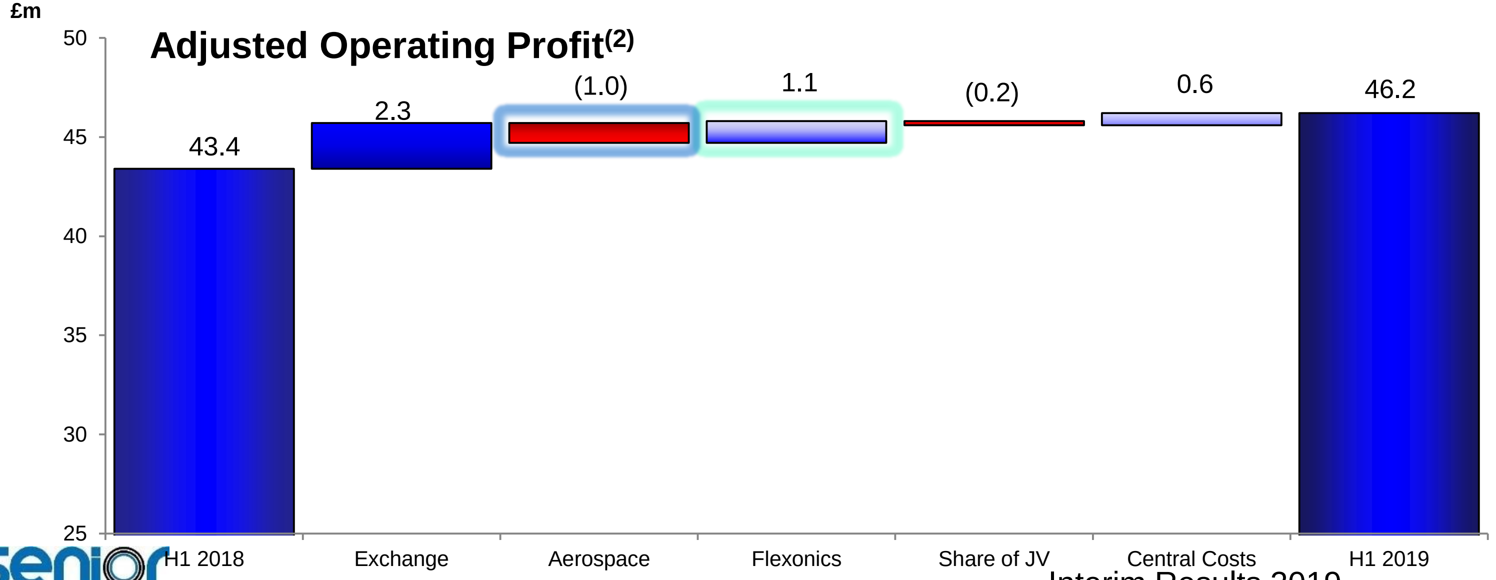
FINANCIAL HIGHLIGHTS

	H1 2019	H1 2018	Change	constant currency
Revenue	**£580.4m**	£523.3m	**+11%**	**+6%**
Adjusted Operating Profit	**£46.2m**	£43.4m	**+6%**	**+1%**
Adjusted Operating Margin	**8.0%**	8.3%	**-30bps**	**-40bps**
Adjusted Profit before Tax	**£40.7m**	£39.0m	**+4% (+7% like-for-like post IFRS 16)**	
Adjusted Earnings per Share	**7.84p**	7.36p	**+7%**	
Interim Dividend per Share	**2.28p**	2.19p	**+4%**	
Free Cash Flow	**£13.2m**	£32.2m	**-59%**	
Net Debt – (post IFRS 16) 30 June 2019 / 1 January 2019	**£268.3m**	£249.1m[(1)]	**£19m increase**	**Net Debt:EBITDA 1.2x**
ROCE (post IFRS 16)	**11.7%**	11.5%	**+20 bps**	

(1) This number refers to the net debt position as at 1 January 2019.

H1 2019 AT A GLANCE





Aerospace[1]

	H1 2019 £m	H1 2018 £m	Change
Revenue	431.2	381.4	+13.1%
Adj OP[2]	38.9	39.9	-2.5%
Adj Margin[2]	9.0%	10.5%	-150bps

- Civil ↑ £40.7m
- Military ↑ £13.9m
- Other ↓ £(4.8)m
- Margin ↓150 bps; 737 MAX issue, new product introduction and industrialisation costs, Malaysia facility start up and mix (mature vs newer) partly offset by operational efficiencies and learning curve improvements

Flexonics[1]

	H1 2019 £m	H1 2018 £m	Change
Revenue	149.6	165.1	-9.4%
Adj OP[2]	14.4	13.3	+8.3%
Adj Margin[2]	9.6%	8.1%	+150bps

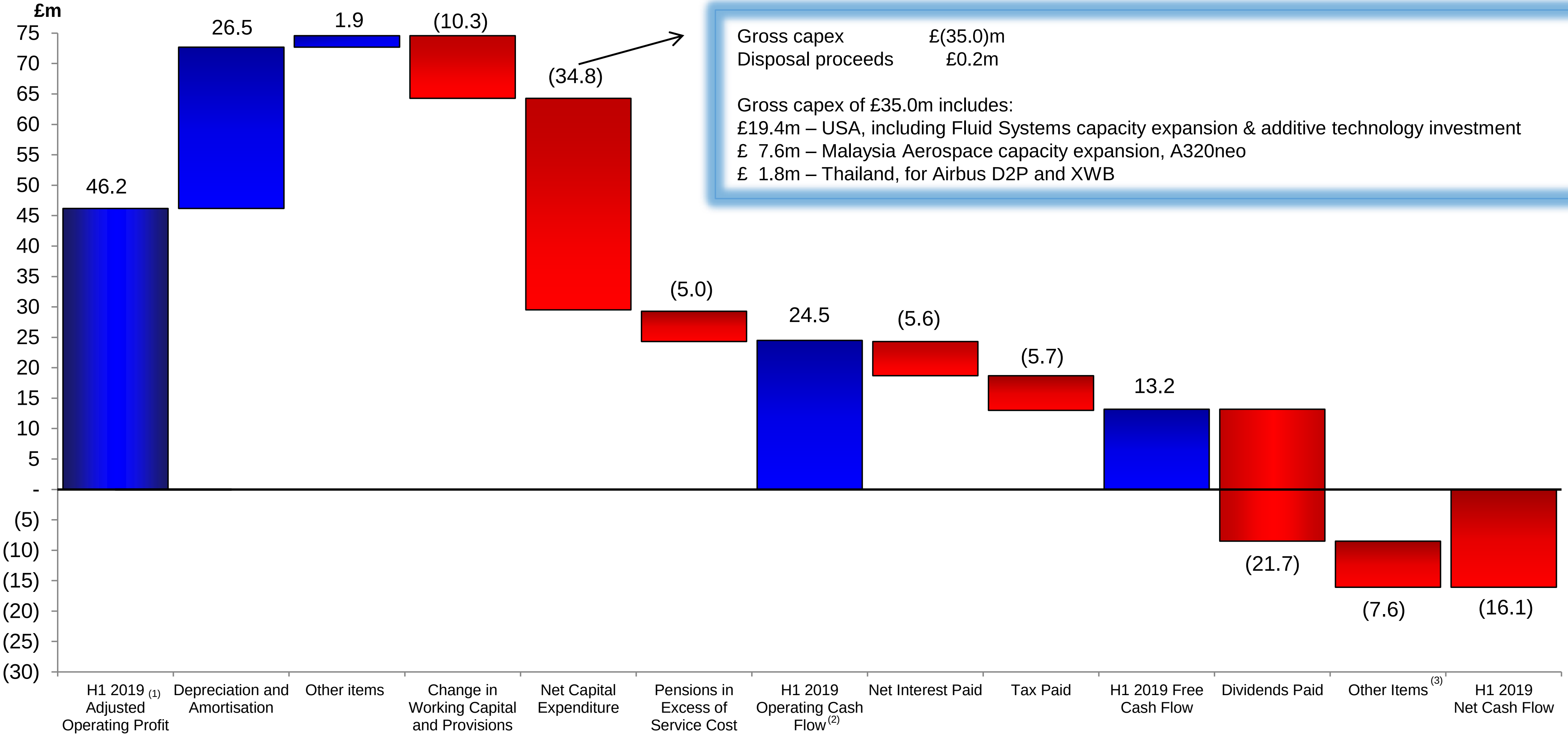
- Land Vehicles ↓ £(7.1)m
- Power & Energy flat
- Blois disposal ↓ £(8.4)m
- Margin ↑ 150 bps from higher downstream oil and gas repair and overhaul activity, coupled with benefits from cost management and efficiency initiatives and disposal of Blois

(1) The Divisional review is on a constant currency basis, whereby H1 2018 results have been translated using H1 2019 average exchange rates
(2) Adjusted operating profit is as defined on page 7.

ADJUSTED AND REPORTED PROFIT

	H1 2019 £m	H1 2018 £m	Change	
Adjusted operating profit	**46.2**	**43.4**	**+6%**	(1% on constant currency basis)
Net interest payable – borrowings and cash	(5.9)	(4.5)		
– retirement benefits	0.4	0.1		
Adjusted profit before tax	**40.7**	**39.0**	**+4%**	(7% on like-for-like IFRS 16 basis)
Tax (H1 2019: 19.9%; H1 2018: 21.0%)	(8.1)	(8.2)		
Adjusted profit for the period	**32.6**	**30.8**	**+6%**	
Amortisation of intangible assets from acquisitions	(7.0)	(7.6)		
Loss on disposal	(7.2)	-		
Related tax on above items	1.6	1.5		
Reported profit for the period	**20.0**	**24.7**	**-19%**	

CASH FLOW AND USE OF FUNDS



Gross capex £(35.0)m
Disposal proceeds £0.2m

Gross capex of £35.0m includes:
£19.4m – USA, including Fluid Systems capacity expansion & additive technology investment
£ 7.6m – Malaysia Aerospace capacity expansion, A320neo
£ 1.8m – Thailand, for Airbus D2P and XWB

(1) Adjusted operating profit is as defined on page 7.
(2) Operating Cash Flow is defined as cash generated by operations after investment in net capital expenditure and before costs of disposal.
(3) Other Items includes £6.3m purchase of shares by the Employee Benefit Trust.

BALANCE SHEET

	June 2019 £m	Dec 2018 £m	June 2018 £m
Goodwill and other intangible assets	334.0	339.6	340.8
Investment in JV	3.2	3.0	2.7
Property, plant and equipment (1)	390.1	285.6	265.0
Other long-term assets	2.6	2.9	3.2
Non current assets (before pension)	**729.9**	**631.1**	**611.7**
Inventories	182.7	177.8	169.5
Receivables	178.5	165.0	161.0
Payables and provisions	(213.9)	(207.3)	(207.5)
Current tax liabilities (net)	(21.4)	(18.8)	(20.4)
Net current assets (before net debt items)	**125.9**	**116.7**	**102.6**
Retirement benefits (net)	20.6	18.5	20.2
Net debt (2)	(268.3)	(153.0)	(148.8)
Other long-term liabilities	(50.1)	(45.1)	(39.2)
Net assets	**558.0**	**568.2**	**546.5**
Net debt to EBITDA	**1.2x**	**1.1x**	**1.1x**

FX Impact from Dec 2018

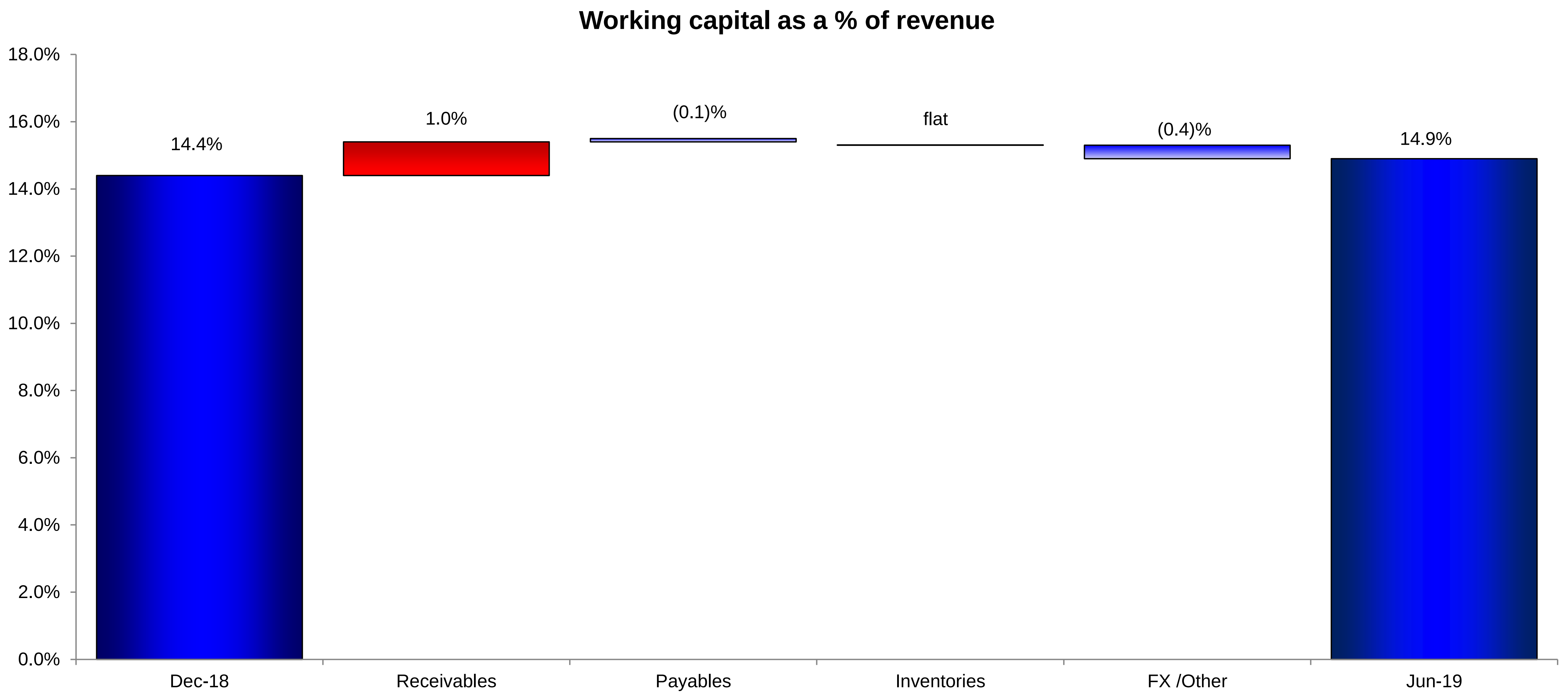
	£m
Non current assets	6.1
Working capital	1.3
Net debt	(1.1)

Retirement Benefits (net)

	£m
As at December 2018, net	18.5
Cash contributions	5.6
Actuarial loss on liabilities	(30.5)
Actuarial gain on assets	25.5
FX	-
Disposal	1.7
Other	(0.2)
As at June 2019, net	20.6

(1) As at June 2019, property, plant and equipment includes £93.8m right-of-use assets that have been recognised following adoption of IFRS 16 (comparatives not restated).
(2) As at June 2019, net debt includes £94.2m lease liabilities that have been recognised following adoption of IFRS 16 (comparatives not restated).

WORKING CAPITAL



H1 2019 FINANCIAL SUMMARY

H1 2019 trading at the Group level in line with expectations

Organic Revenue Growth

+6%
+8% (ex Blois)

Aerospace revenue +13%
Flexonics revenue -9% (-5% ex Blois)

Return on Revenue Margin (OP%)

-30 bps to 8.0%

Increases from cost management and operational efficiencies offset by mix, NPI, Malaysia facility start up and 737 MAX rate reduction

Adjusted Earnings per Share Growth

+7%

Growth from adjusted PBT +4% and lower adjusted tax rate

Net Cash from Operating Activities

FCF of £13.2m

Generated £48m of cash from operating activities, allowing us to invest £35m in capex for growth and deliver free cash inflow of £13.2m

Return on Capital Employed (ROCE)(1)

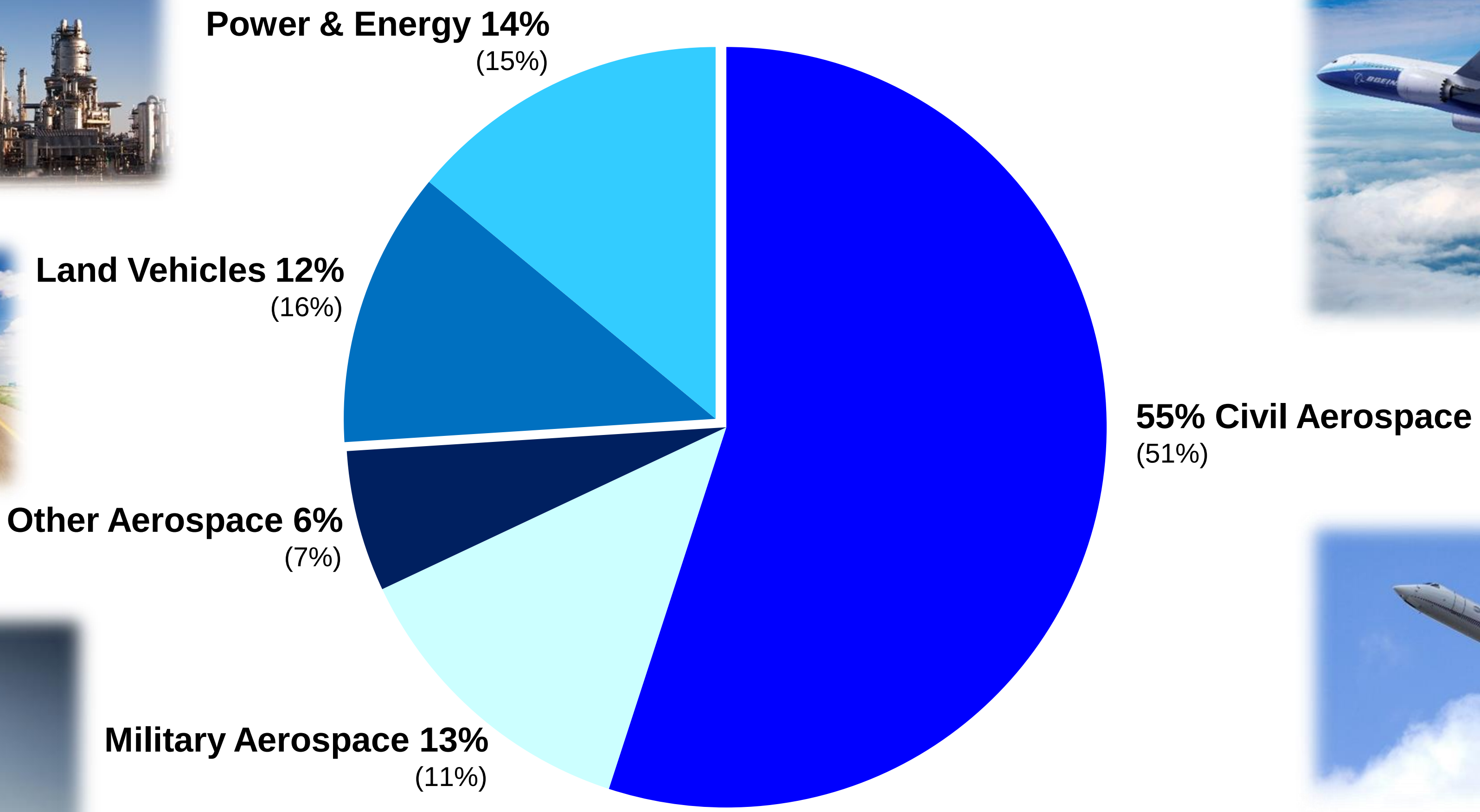
+20 bps to 11.7%

Year on year increase achieved through delivering profitable growth at a faster rate than the increase in capital employed that reflects our investments for growth

(1) ROCE is the Group's adjusted operating profit (for the last 12 months) divided by the average of the capital employed at the start and end of the period, capital employed being total equity plus net debt.

MARKETS & OUTLOOK

OUR MARKETS

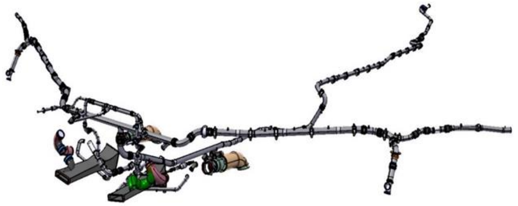


End markets composition based on H1 2019 revenue

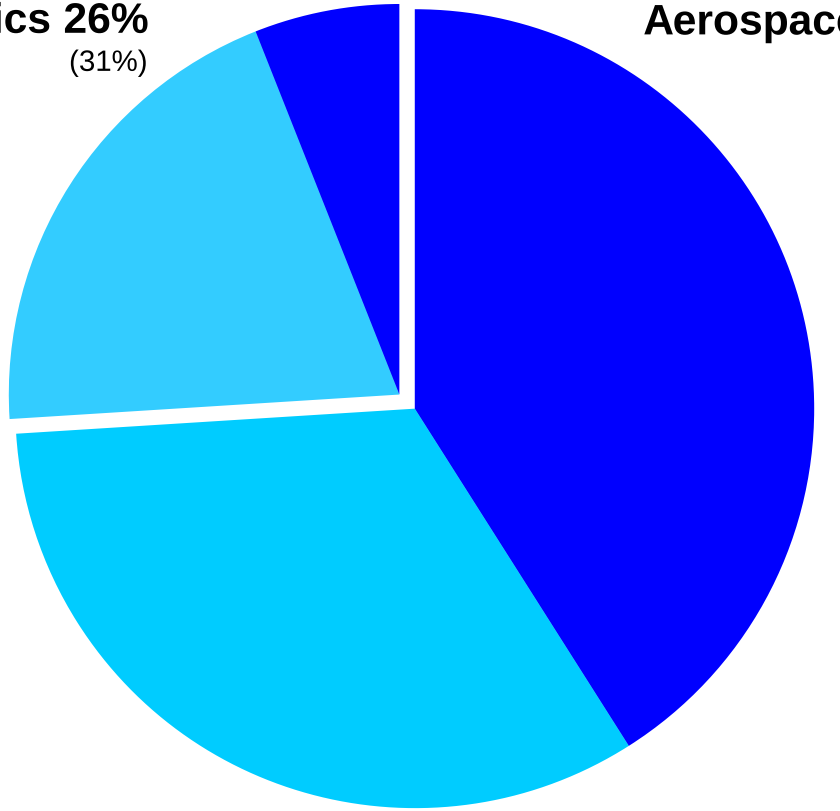
% in brackets are H1 2018 comparatives

OUR TECHNOLOGY THEMES

Fluid Conveyance

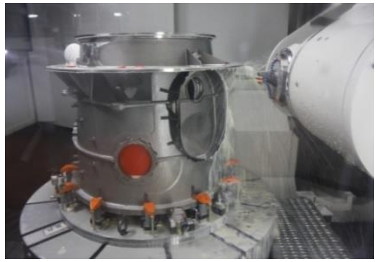


Flexonics 26%
(31%)



Aerospace 74%
(69%)

Structures



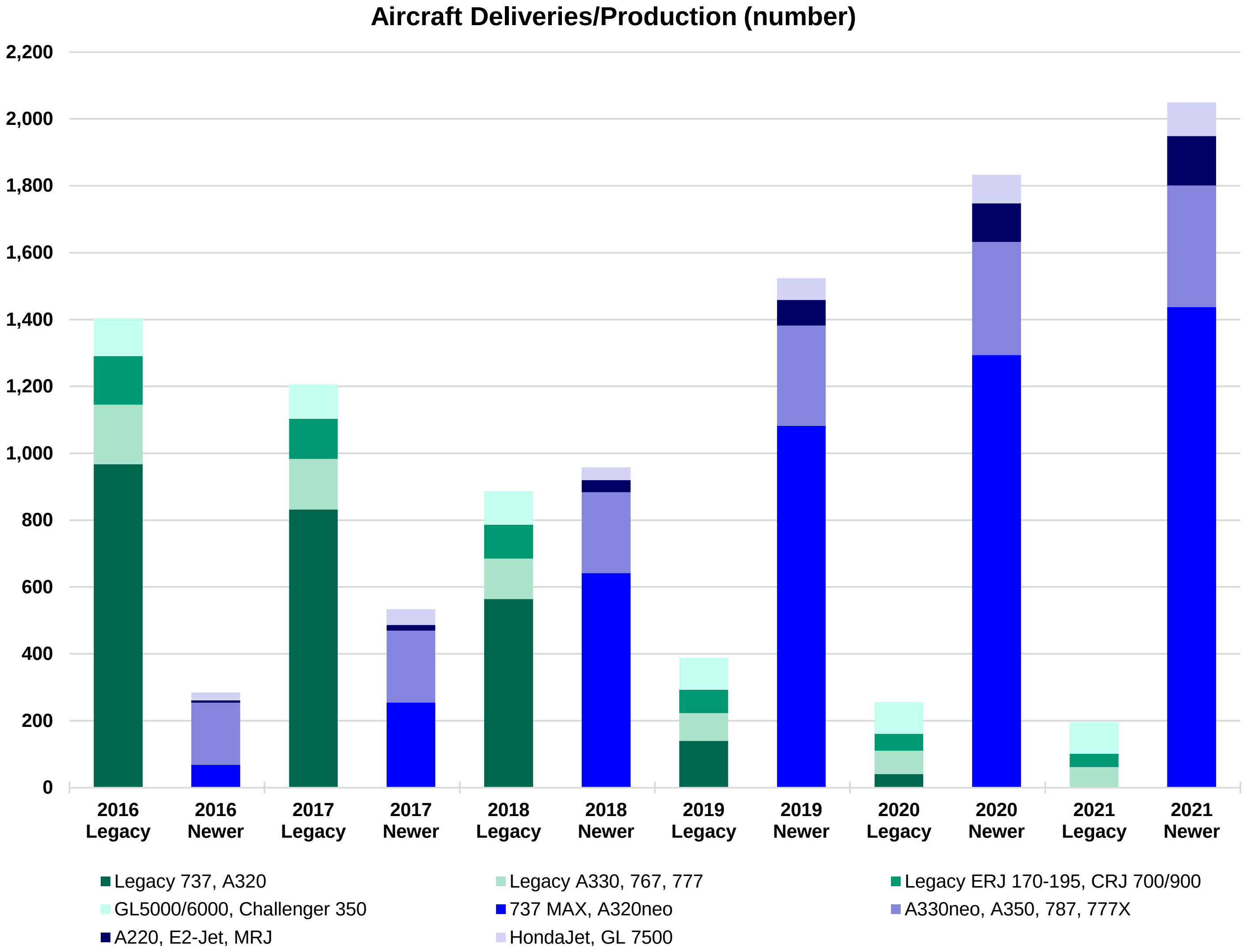
World Class Mechanical Engineering Capabilities

% in brackets are H1 2018 comparatives

737 MAX

13 March 2019	FAA suspend operations of 737 MAX
05 April 2019	Boeing announce temporary move from a production rate of 52 airplanes per month to 42 airplanes per month starting in mid-April
25 April 2019	Senior issue trading update highlighting assumptions of reduction to rate 42 on 737 MAX
26 June 2019	FAA identify additional requirement which Boeing advised will be addressed through updated software changes
18 July 2019	Boeing announce their current assumption that regulatory approval of 737 MAX return to service begins in early Q4 2019 with a gradual increase in the 737 production rate from 42 per month to 57 per month in 2020
05 August 2019	Seniors' current working assumption is that rate 42 will now continue until at least the end of 2019

CIVIL AEROSPACE TRANSITION



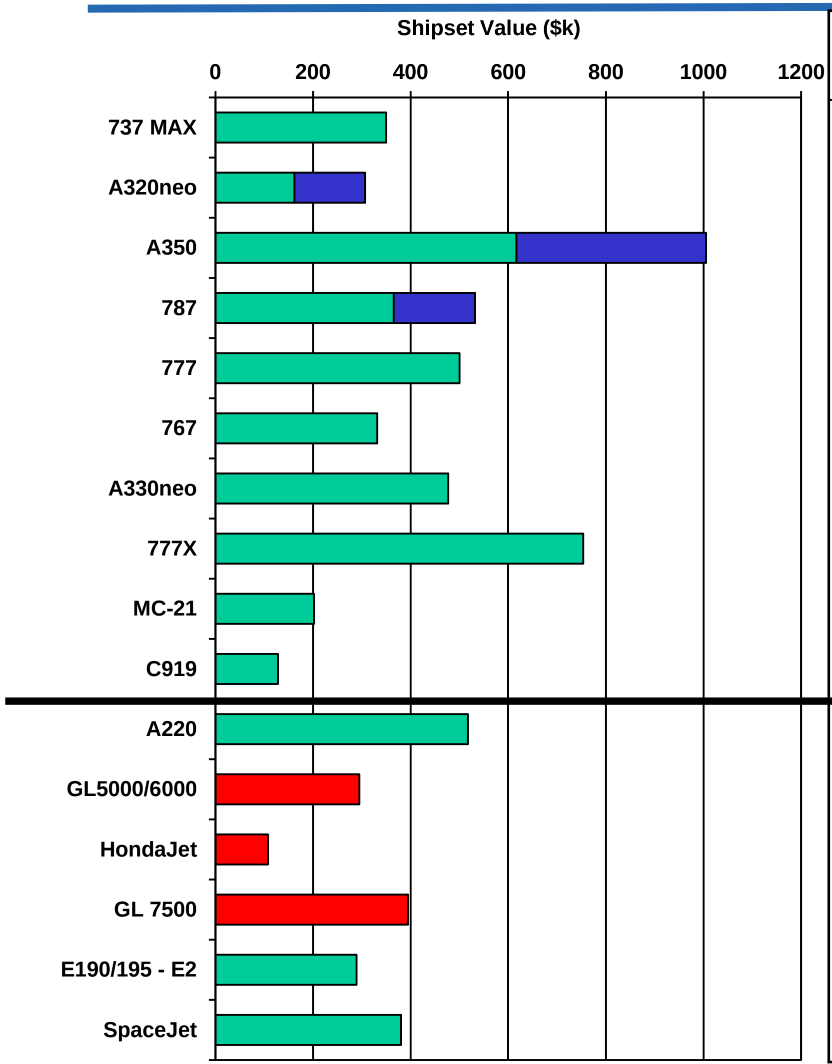
Source: Customers, Teal Group & internal estimates

Group sales ↑ 15%[1] compared to H1 2018

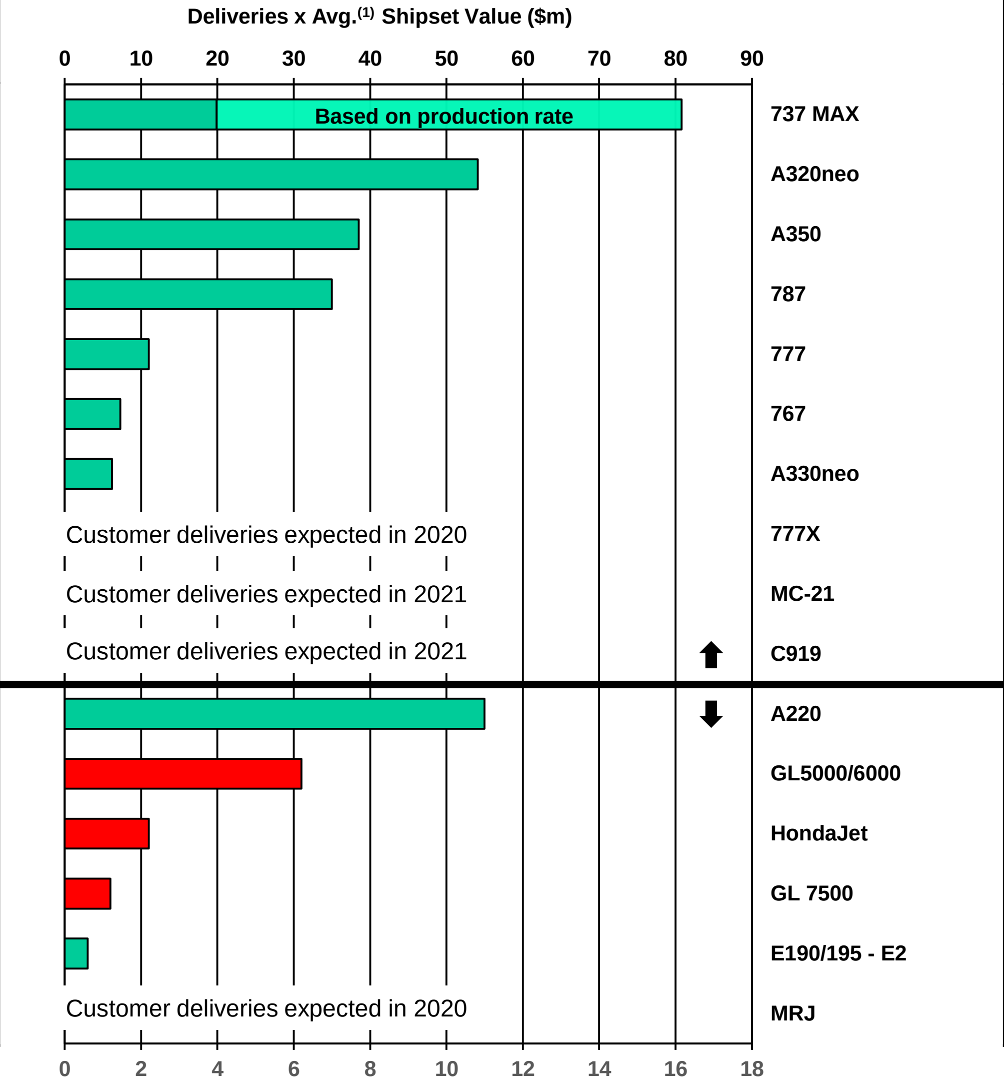
- 2019 will be the peak transition year
- Increased production of the A320neo, A350, 787, A220 and E190 - E2
- Decline in build rates of the 777, A330, A380 and the current engine versions of the 737, A320 and ERJ 190/195
- Group was able to mitigate some of the 737 MAX revenue impact through stronger sales on other civil and military programmes
- Outlook for civil aircraft continues to be strong with good visibility; Boeing, Airbus and Independent forecasters predicting air traffic growth in excess of 4% pa over next 20 years

(1) At constant exchange rates

CIVIL AIRCRAFT (55% of Group)



Aircraft	Avg.(1) shipset value ($k)	Airframe H1 2019 deliveries (number)	Airframe Order book (number)	Var. in avg.(1) shipset value 12/18 to 06/19 ($k)
737 MAX	350	57	4,547	-4
A320neo	231	234	5,766	-4
A350	726	53	605	-36
787	449	78	582	+14
777	500	22	87	+27
767	332	22	99	-63
A330neo	478	13	224	-17
777X	754	Nil	344	+34
MC-21	202	Nil	?	+2
C919	128	Nil	?	-2
A220	517	21	473	-4
GL5000/6000	294	21	?	-
HondaJet	109	20(2)	?	+5
GL 7500	395	3	?	-92
E190/195 - E2	289	2	162	+108
SpaceJet	380	Nil	?	-20

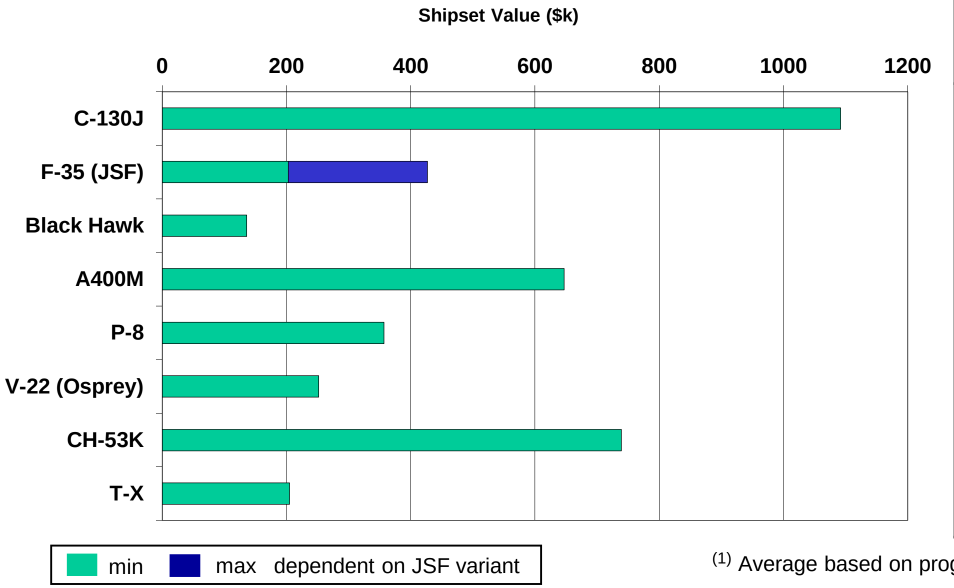


min | max dependent on engine variant | Business Jet

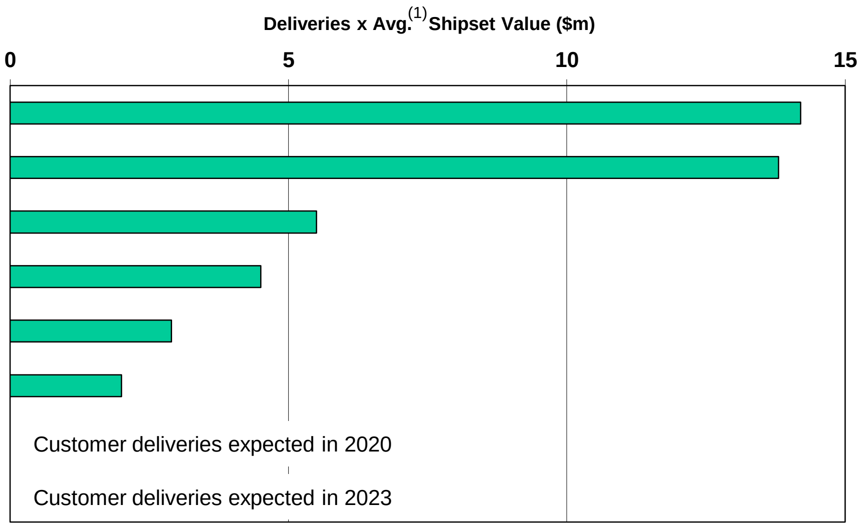
(1) Average based on programme share and estimated engine variant

(2) Estimated

MILITARY AND DEFENCE (13% of Group)



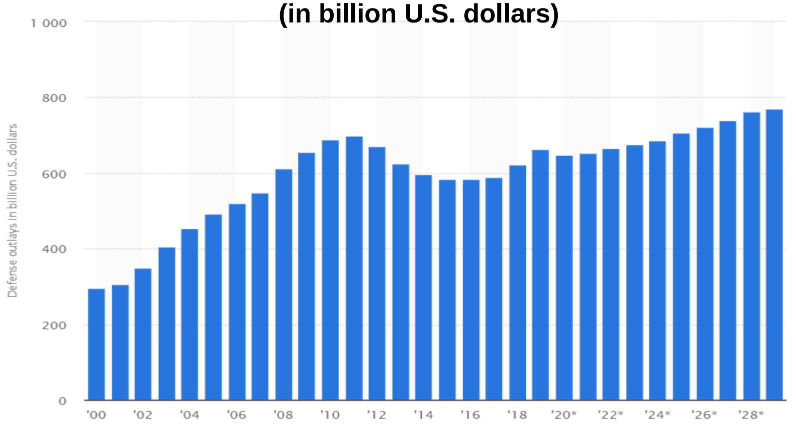
Programme	Avg.[1] shipset value ($k)	Airframe H1 2019 deliveries (number)	Var. in avg. shipset value 12/18 to 06/19 ($k)
C-130J	1,092	13	+65
F-35 (JSF)	250	55	-25
Black Hawk	136	40[2]	-5
A400M	647	7	-24
P-8	357	8	-1
V-22 (Osprey)	252	8[2]	+1
CH-53K	739	Nil	-
T-X Trainer	205	Nil	+205



(1) Average based on programme share and estimated aircraft & engine variant

(2) Estimated

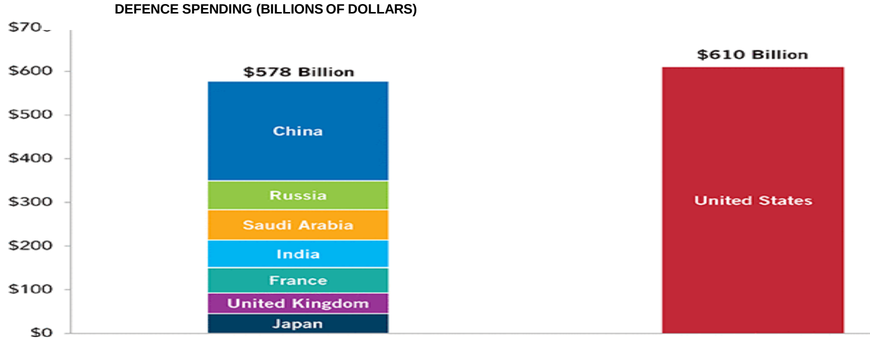
Defence outlays and forecast in the United States from 2000 to 2029 (in billion U.S. dollars)



Source: US Congressional Budget Office

PETER G. PETERSON FOUNDATION

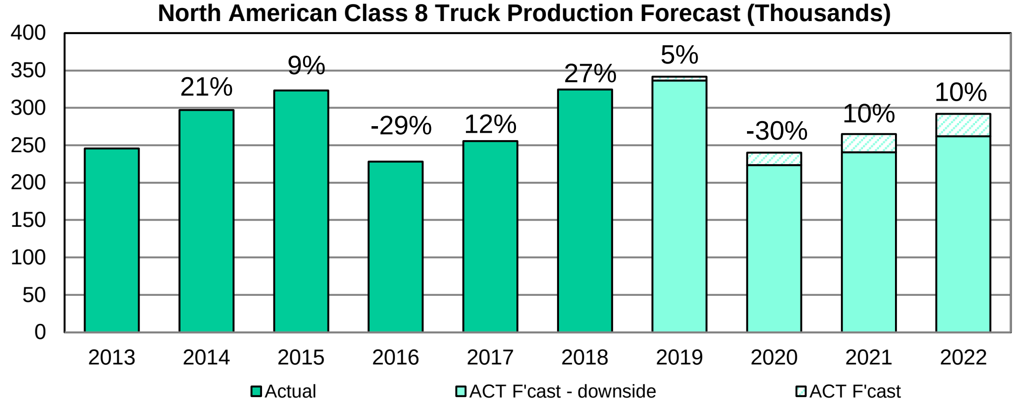
The United States spends more on defence than the next seven countries combined



Source: Stockholm International Peace Research Institute, SIPRI Military Expenditure Database, May 2018. Data are for 2017. Compiled by PGPF. Note: Figures are in US dollars, converted from local currencies using market exchange rates.

LAND VEHICLES (12% of Group)

North American Truck and Off-Highway (7% of Group)



H1 2019 compared to H1 2018:

Market - N. Am. Class 8 truck production ↑ 20%

- N. Am. Class 8 truck sales ↑ 15%

Group - N. Am. truck and off-highway sales ↓ 9%(1)

- The Group had lower sales of EGR coolers as off-highway production decreased, which was partly offset by increased sales to the North American truck market
- Industry analysts are forecasting a decrease in production growth for North American heavy-duty diesel trucks in H2 2019

Key Customer: Cummins (4% of Group), Caterpillar (2% of Group)

Source: ACT Research & internal estimates

EU & ROW Truck and Off-Highway (2% of Group)

Group EU and ROW sales ↓ 6%(1) over H1 2018

- The Group was impacted as growth from the ramp-up of new programmes in India was offset by lower sales to China
- Our German operation is making good progress pursuing opportunities with a large OEM for the European and worldwide truck market

Passenger Vehicles (3% of Group)

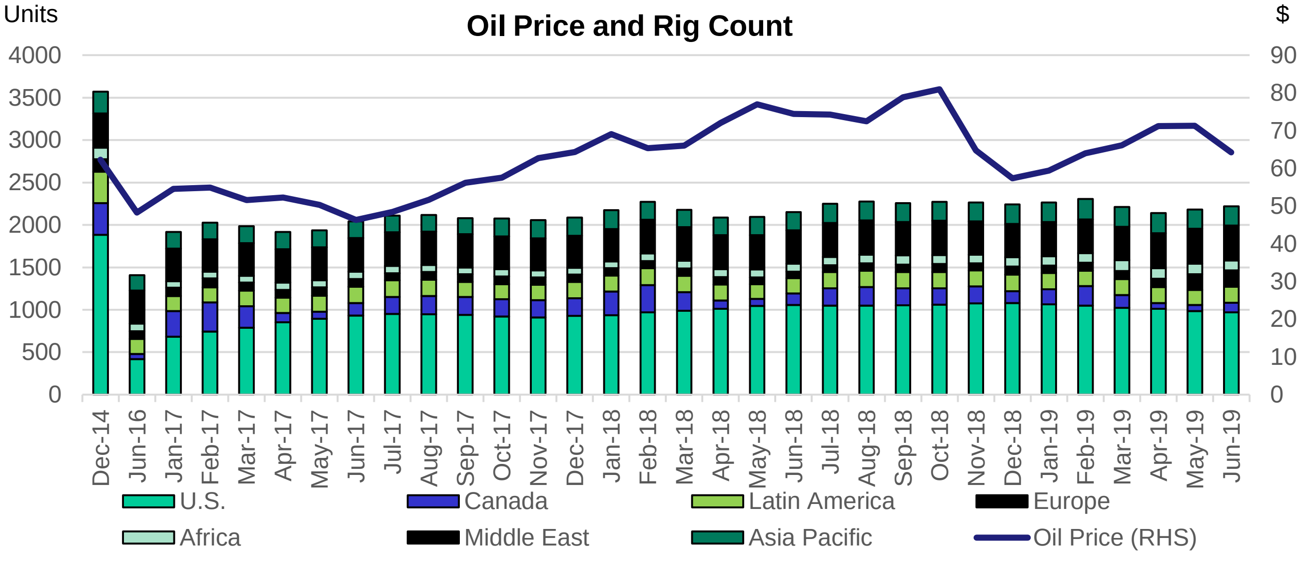
Group sales ↓ 13%(1) over H1 2018

- In February 2019, we successfully completed the sale of Senior Flexonics Blois
- Tightening of global environment legislation will increase future demand of electric/hybrid/GDI engines

Senior is developing solutions for the next generation of more efficient internal combustion engines, as well as electrified land vehicle applications

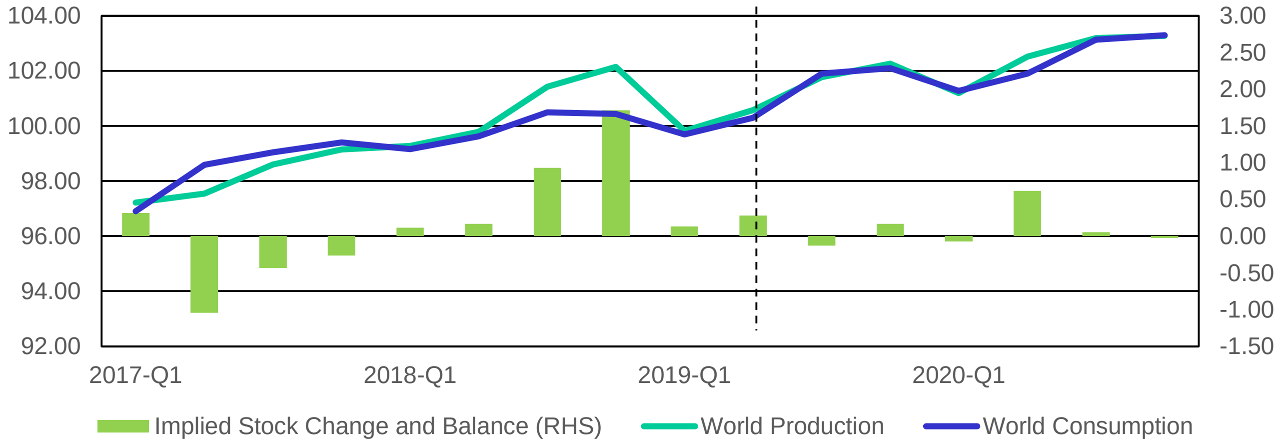
(1) Organic at constant exchange rates

POWER & ENERGY (14% of Group)



Source: Rig count data from Baker Hughes, Oil price from EIA, Jun 2019

World Liquid Fuels Production and Consumption Balance (million barrels per day)



Source: EIA, short-term energy outlook, Jun 2019

Group H1 2019 sales compared to H1 2018[(1)]

Oil & Gas (5% of Group):
Sales ↓ 9% (£3.0m)
- **Upstream** impacted from decreased drilling activity in North America
- **Downstream** benefitted from increased repair and overhaul activity due to the spring outage season

Power Generation (4% of Group):
Sales ↑ 12% (£2.4m)
Power & energy benefited from the spring outage season and higher nuclear aftermarket sales

Other Markets (5% of Group):
Sales ↑ 2% (£0.6m)

While new pipelines have been installed in the US Permain Basin, work is ongoing around the associated natural gas infrastructure. Downstream oil and gas activity remains stable.

(1) Organic at constant exchange rates

ENVIRONMENTAL, SOCIAL & GOVERNANCE

Climate

We reduced our total carbon footprint by 8% from 65 to 60 tonnes per £m revenue in 2018

In 2018 we recycled 92% of our waste, beating our 2020 goal of 90% two years early

In 2019 we are working on new targets aligned with the Paris Agreement using the Science Based Targets methodology

People

We continue to prioritise Safety and Ethics in our businesses above all else

Our advanced behavioural safety program continues to drive improvement. We achieved our published goal of a 50% reduction in lost time injury rate in 2018, two years early

Ranked 14th in the FTSE 250 for FTSE women leaders in the Hampton-Alexander Review

Participation in the 30% Club cross-company mentoring scheme, with the aim of supporting the development and the pipeline of talented women

GROUP OUTLOOK

H1 2019 trading at the Group level in line with expectations

The Board expects to meet current expectations for 2019

- Aerospace – margins similar level in H2 compared to H1
- Flexonics – full year margin progression in 2019 to offset the sales decline

Working to minimise the impact of the risk associated with current challenges

- Renewed focus on cost and efficiency

The Group is well-positioned, operating in attractive end markets and is financially robust

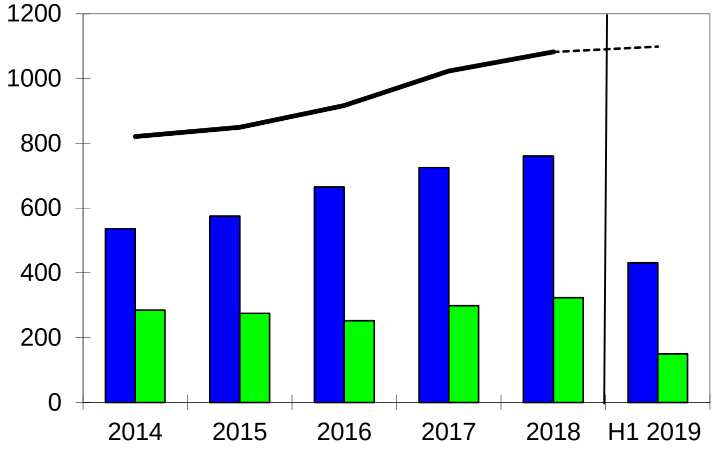
- The Board remains confident of delivering improving performance and returns for our shareholders

ANY QUESTIONS?

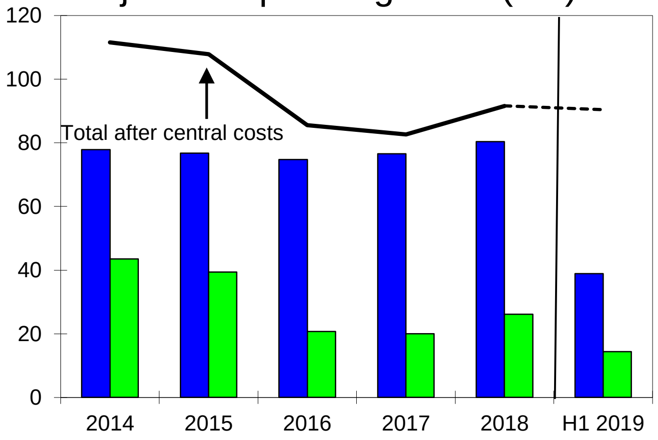
APPENDICES

GROUP EVOLUTION

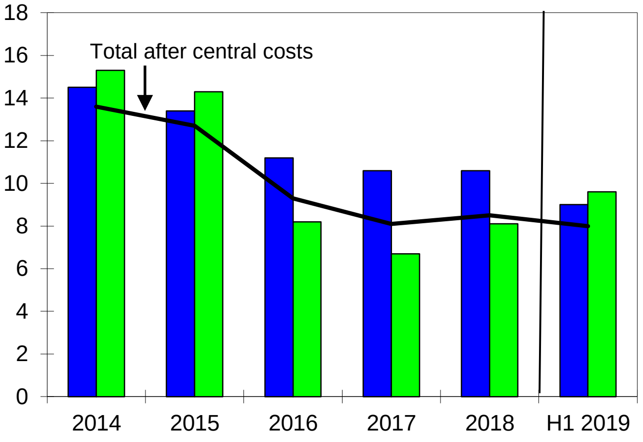
Revenue (£m)



Adjusted Operating Profit (£m)

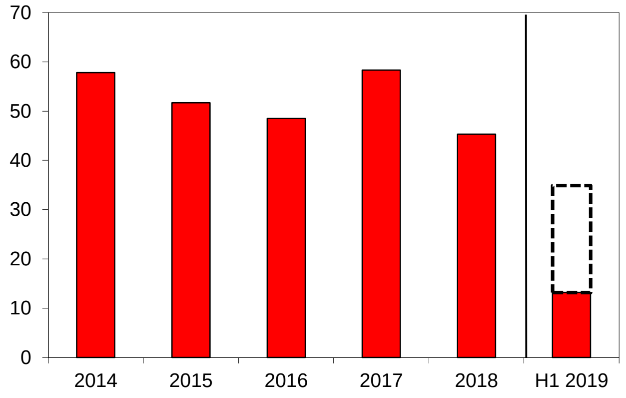


Adjusted Operating Margin (%)



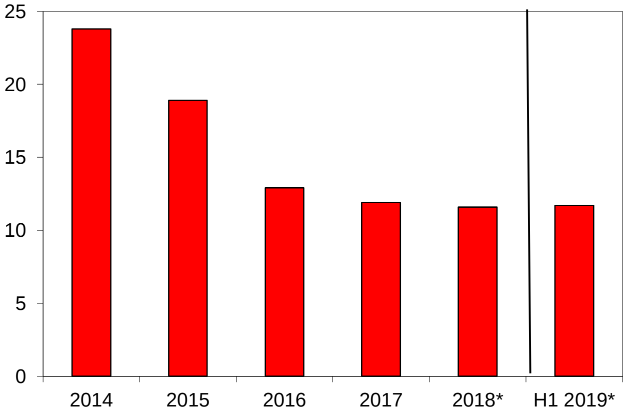
Aerospace Flexonics Group JHG FY Forecast (pre H1 2019 results)

Free Cash Flow (£m)



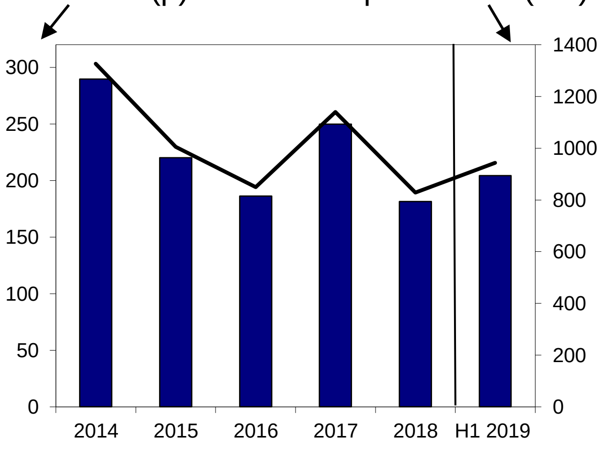
Group

Return on Capital Employed (%)



* Post IFRS 16

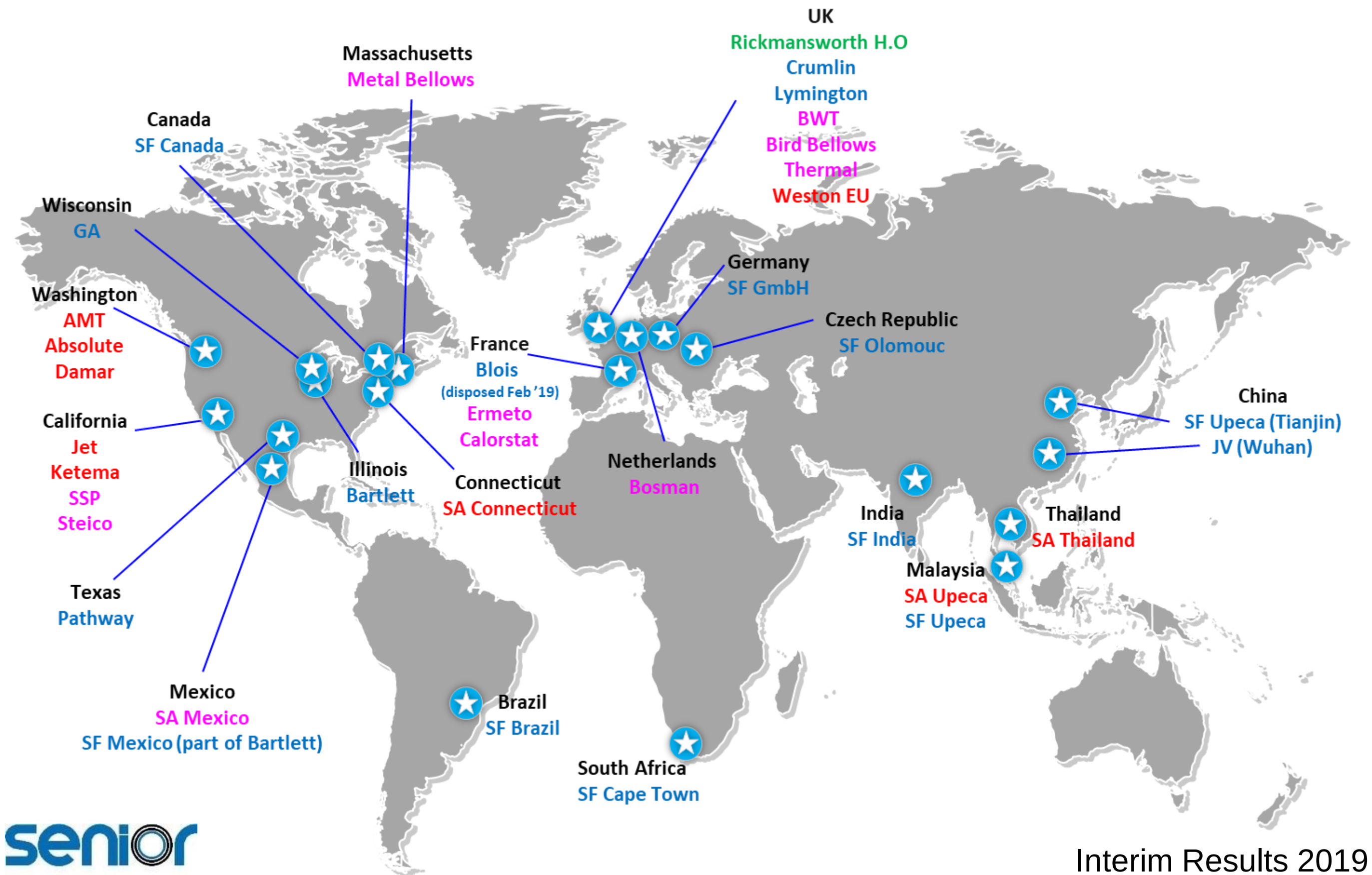
Share Price (p) / Market Capitalisation (£m)



Market Capitalisation Share Price

TRADE CONSIDERATIONS

H1 2019 split	Sales	Adj. OP	Employees
N. America	63%	74%	3,698
UK	14%	1%	1,534
Rest of Europe	10%	12%	1,002
Rest of World	13%	13%	1,993



- ⇨ Senior is an international manufacturing Group with 32 operating businesses in 14 countries
- ⇨ Within Europe, Senior has 11 operations across 5 countries, including the UK
- ⇨ Senior has 14 operations across North America
- ⇨ 86% of Group revenue is generated from operations outside the UK
- ⇨ We do not anticipate a significant direct impact from Brexit on the Group's activities, given the Group's global positioning.
- ⇨ 63% of Group revenue is generated from operations in North America: US - 60%; Mexico - 2%; Canada - 1%
- ⇨ 10 cents movement in the $:£ exchange rate is estimated to affect full-year revenue by £55m, adjusted profit before tax by £4m and net debt by £12m.
- ⇨ Monitoring ongoing geopolitical developments to assess any impact

IFRS 16 LEASES – FROM 1 JANUARY 2019

Balance Sheet: opening adjustments at 1 January 2019:

➪ Right of Use Assets	↑ £96.7m	Net Balance Sheet Impact Nil
➪ Lease Liabilities/ Net Debt	↑ £96.3m	
➪ Working Capital and Other	↓ £0.4m	

Balance Sheet: carrying values at 30 June 2019:

➪ Right of Use Assets	£93.8m
➪ Lease Liabilities/ Net Debt	£94.2m

Income Statement impact:	full-year estimate(1)		actual
	at Jan19	at Jun19	H1 2019
➪ Depreciation Charge	↑ £10.2m	£10.3m	£4.8m
➪ Lease Rental Costs	↓ £11.3m	£11.4m	£5.5m
➪ Interest Charge	↑ £ 3.6m	£ 3.6m	£1.8m
Therefore Profit Before Tax	↓ £ 2.5m	£ 2.5m	£1.1m

This accounting change does not impact overall cash flow

Impact on other Ratios:

- ➪ Return on Capital Employed ↓ 140bps
- ➪ Lending Covenants are currently based on Frozen GAAP, therefore not impacted by IFRS 16

(1) The estimated annual financial impact has been updated from prior guidance in order to reflect the lease portfolio and financial conditions at the date of estimation; actual financial impacts will differ as these conditions change.

CURRENCY EFFECT

HALF YEAR			Translation Impact on H1 2018[1] (£m)	
Avg. H1 2018	**Exchange Rates to GBP**	**Avg. H1 2019**	**Revenue**	**Adj. PBT[2]**
1.38	US $	1.29	20.9	1.5
1.14	Euro €	1.15	(0.5)	-
16.94	South African Rand	18.44	(0.5)	-
43.91	Thai Baht	40.96	2.3	0.4
4.72	Brazilian Real	5.00	(0.2)	-
1.76	Canadian $	1.73	0.1	-
29.11	Czech Rep. Koruna	29.38	(0.1)	-
90.62	Indian Rupee	90.40	-	-
5.43	Malaysian Ringgit	5.33	0.4	-
8.81	Chinese Renminbi	8.79	-	-
	Net Impact on H1 2018		**22.4**	**1.9**

(1) The impact on H1 2018 results if exchange rates were at the H1 2019 average rates (translation impact only).
(2) Adjusted profit before tax (PBT) is as defined on page 7.

EARNINGS AND DIVIDENDS PER SHARE

	H1 2019	H1 2018	Change
Average number of shares			
Basic	415.8m	418.6m	-2.8m
Fully diluted	422.7m	424.1m	-1.4m
Adjusted earnings per share (1)			
Basic	7.84p	7.36p	+6.5%
Fully diluted	7.71p	7.26p	+6.2%

	H1 2019	2018	
Dividends (pence per share)			
Interim	2.28p	2.19p	+4.1%
Final		5.23p	
Total		7.42p	
Dividend cost (£m)			
Interim	£9.4m	£9.1m	
Final		£21.7m	
Total		£30.8m	
Dividend cover (12 months to June)(1)	2.2x	2.2x	

(1) Based on adjusted profit for the period as defined on page 7

CHANGE IN NET DEBT

	H1 2019 £m	H1 2018 £m	FY 2018 £m
Free cash flow (page 8)	**13.2**	**32.2**	**45.3**
Dividends	(21.7)	(20.5)	(29.6)
Costs net of proceeds on disposal of business	(1.3)	-	-
Loan repayment by JV	-	0.2	0.5
Purchase of shares by employee benefit trust	(6.3)	(3.5)	(7.2)
Net cash (outflow) / inflow	**(16.1)**	**8.4**	**9.0**
Exchange variations	(1.1)	(1.9)	(6.7)
Net debt disposed	(1.0)	-	-
IFRS 16 Lease liabilities – change at opening	(96.1)	-	-
Other lease movements	(1.0)	-	-
Net debt – opening	(153.0)	(155.3)	(155.3)
Net debt – closing (page 32)	**(268.3)**	**(148.8)**	**(153.0)**
Net debt to EBITDA [(1)] (page 34)	**1.2x**	**1.1x**	**1.1x**

(1) Based on rolling 12 month EBITDA; Covenants definition of net debt and EBITDA

GROSS CAPITAL EXPENDITURE

	H1 2019		H1 2018	
	Capex	Depn (1)	Capex	Depn (1)
	£m	£m	£m	£m
Aerospace	29.0	18.9	16.0	14.2
Flexonics	5.9	7.3	5.9	6.0
Holding companies	0.1	0.3	0.1	0.1
Total	**35.0**	**26.5**	**22.0**	**20.3**

(1) Depreciation of £20.7m (H1 2018: £19.3m), IFRS 16 depreciation £4.8m (H1 2018: nil) and amortisation of software of £1.0m (H1 2018: £1.0m).

USAGE OF CREDIT FACILITIES – June 2019

	Interest %	Facility £m	Usage £m	Usage by Currency £	$	€	Other
US Private placements:							
$30.0m (Sep 2028)	4.18%	23.7	23.7	-	23.7	-	-
€28.0m (Feb 2027)	1.51%	25.0	25.0	-	-	25.0	-
$60.0m (Oct 2025)	3.75%	47.3	47.3	-	47.3	-	-
£27.0m (Jan 2025)	2.35%	27.0	27.0	27.0	-	-	-
$20.0m (Oct 2022)	3.42%	15.7	15.7	-	15.7	-	-
$20.0m (Oct 2020)	6.94%	15.7	15.7	-	15.7	-	-
	3.50%	**154.4**	**154.4**	**27.0**	**102.4**	**25.0**	-
Bank facilities:							
RCF £120.0m (Feb 2024) Libor+77.5bps	1.50%	120.0	23.0	23.0	-	-	-
US RCF $48.0m (Jun 2021) Libor+85bps	3.30%	37.8	19.4	-	19.4	-	-
Total committed facilities		**312.2**	**196.8**	**50.0**	**121.8**	**25.0**	**-**
Overdrafts and bank loans		61.8	2.8	2.7	0.4	(0.7)	0.4
Cash and cash pooling			(24.0)	(3.0)	(7.2)	(6.1)	(7.7)
Debt transaction costs			(1.5)	(1.4)	(0.1)	-	-
Net debt (excluding lease liabilities)			**174.1**	**48.3**	**114.9**	**18.2**	**(7.3)**
IFRS 16 lease liabilities			94.2	14.5	39.7	3.4	36.6
Net debt			**268.3**	**62.8**	**154.6**	**21.6**	**29.3**

Headroom of £138m on committed facilities

MATURITY PROFILE OF CREDIT FACILITIES

- In February 2019 the Group refinanced its main UK RCF of £80m by increasing the committed facilities to £120m and extending the maturity to February 2024. The previous £80m was due to mature as follows: £20m in March 2019 and £60m in November 2021.

COVENANTS at FROZEN GAAP[1]

	Jun 2019	Dec 2018	Jun 2018
Net debt - restated at average exchange rates	£171.4m	£147.8m	£146.6m
Net interest - rolling 12 months	£8.4m	£8.8m	£9.0m
EBITDA - rolling 12 months	£138.1m[2]	£133.7m	£127.6m[3]
Interest cover (to exceed 3.5 times)	**16.4 x**	**15.2 x**	**14.2 x**
Net debt to EBITDA (not to exceed 3 times)[4]	**1.2 x**	**1.1 x**	**1.1 x**

(1) The adoption of IFRS 16 does not impact the Group's lending covenants as these are currently based on frozen GAAP, hence figures shown in the table for June 2019 exclude the impact of IFRS 16 on net debt, net interest and EBITDA. In addition, as required by covenant definition: net debt is restated using 12-month average exchange rates (the same exchange rates used in the consolidation of EBITDA); EBITDA is derived from adjusted operating profit after IAS19 net finance income/(expense) on retirement benefits and before depreciation and loss/(profit) on sale of PPE; net interest is stated before IAS19 net finance income/(expense) on retirement benefits.

(2) For covenant purposes, EBITDA for the 12-month period to June 2019 excludes £0.6m loss relating to Senior Flexonics Blois SAS's results prior to its disposal in February 2019.

(3) For covenant purposes, EBITDA for the 12-month period to June 2018 excludes £1.6m profit relating to BWT Ilkeston facility's results prior to its disposal in September 2017.

(4) The net debt to EBITDA covenant threshold has changed in all loan documentation that is classed as Group debt. The new UK RCF has a net debt to EBITDA covenant of 3.5x. The existing US RCF and the existing US Private Placements have been amended to include an acquisition spike which allows a temporary increase in the net debt to EBITDA covenant between 3.0x and 3.5x if certain conditions are met.

PENSIONS

IAS 19 Retirement Benefit	6 months 2019 UK Funded £m	USA Funded £m	Various Unfunded £m	Total £m	2018 Total £m
Scheme assets	309.6	47.3	0.8	357.7	368.7
Scheme liabilities	(278.7)	(52.5)	(8.0)	(339.2)	(364.0)
Scheme asset/(deficit) at opening	**30.9**	**(5.2)**	**(7.2)**	**18.5**	**4.7**
Current service cost	-	(0.2)	(0.2)	(0.4)	(0.5)
Past service cost (GMP)	-	-	-	-	(2.4)
Running costs	(0.2)	-	-	(0.2)	(0.4)
Total employer cash contributions	4.3	1.2	0.1	5.6	11.2
Net interest charge	0.5	(0.1)	-	0.4	0.2
Actuarial variations - assets	21.6	3.9	-	25.5	(16.7)
- liabilities	(27.1)	(3.4)	-	(30.5)	22.5
Disposal / PY curtailment gain	-	-	1.7	1.7	0.4
Foreign exchange impact	-	-	-	-	(0.5)
Scheme asset/(deficit) at closing	**30.0**	**(3.8)**	**(5.6)**	**20.6**	**18.5**
Scheme assets	333.4	52.7	-	386.1	357.7
Scheme liabilities	(303.4)	(56.5)	(5.6)	(365.5)	(339.2)

Discount rate	2.3%
Price inflation (RPI)	3.2%
Life expectancy of male aged 65 in 20 years	23.2yrs

UK Scheme Actuarial Valuation

Last valuation:	5 April 2016
Scheme assets at valuation:	£268.1m
Scheme liabilities at valuation:	(£305.5m)
Funding level:	88%

UK Scheme is closed to future accrual

OUR BUSINESS MODEL

What We Do	How We Do It			Long-Term Sustainable Value
Design and manufacture of **highly engineered, technology rich products and systems** for OEMs in the following markets:	**Our Values**	**Our Strengths**	**Strategic Priorities**	**Create value for all our stakeholders through our business model**
	Safety	Organisation	Autonomous and Collaborative Business Model	Shareholders
Aerospace & Defence	Integrity	Financial	Focus on Growth	Customers
Land Vehicle	Customer Focus	Global Footprint	High Performance Operating System	Employees
Power & Energy	Respect & Trust	People & Culture	Competitive Cost Country Strategy	Our Communities
	Accountability		Considered and Effective Capital Deployment	
	Excellence	Innovation	Talent Development	

Our vision is to be a trusted and collaborative high value-added engineering and manufacturing company delivering sustainable growth in operating profit, cash flow and shareholder value

STRATEGIC PRIORITIES

Autonomous and Collaborative Business Model

- ➪ Empowerment and accountability
- ➪ Retain entrepreneurial spirit whilst growing
- ➪ Strong control framework and disciplined governance
- ➪ Economies of scale whilst maintaining autonomous business structure

Focus on Growth

Outgrow our end markets by:

- ➪ Growing market share, particularly with key customers
- ➪ Focusing on innovation
- ➪ Geographical expansion
- ➪ Seeking out and exploiting adjacent opportunities
  - organically and through acquisition

High Performance Operating System

Key elements include:

- ➪ The Senior Operating System - an operational toolkit incorporating best practice processes:
  - Lean and continuous improvement techniques
  - Supplier management and development processes
  - Engineering, new product introduction (NPI) and project management processes
  - 5/6S methodology
  - Factory visual management systems
  - Risk and financial management
- ➪ A strengthened business review process
  - KPI focus on performance, growth, operational excellence and talent development

Competitive Cost Country Strategy

Enhance global footprint to ensure businesses stay competitive at a capability and cost level

- ➪ Meet customers' cost and price challenges
- ➪ Protect margins
- ➪ Key investments:

  - Thailand - India
  - Malaysia - Mexico
  - China - Czech Rep.

- ➪ Actively move product lines and processes
- ➪ Increasingly sophisticated capabilities in competitive cost economies

Considered and Effective Capital Deployment

The executive team continually reviews investment priorities across the Group to ensure that the best choices are made for the allocation of capital

- ➪ Rigorous investment appraisal process
- ➪ Group objective to maintain an overall return on capital employed in excess of the Group's cost of capital

Talent Development

A strong focus on improving organisational capability

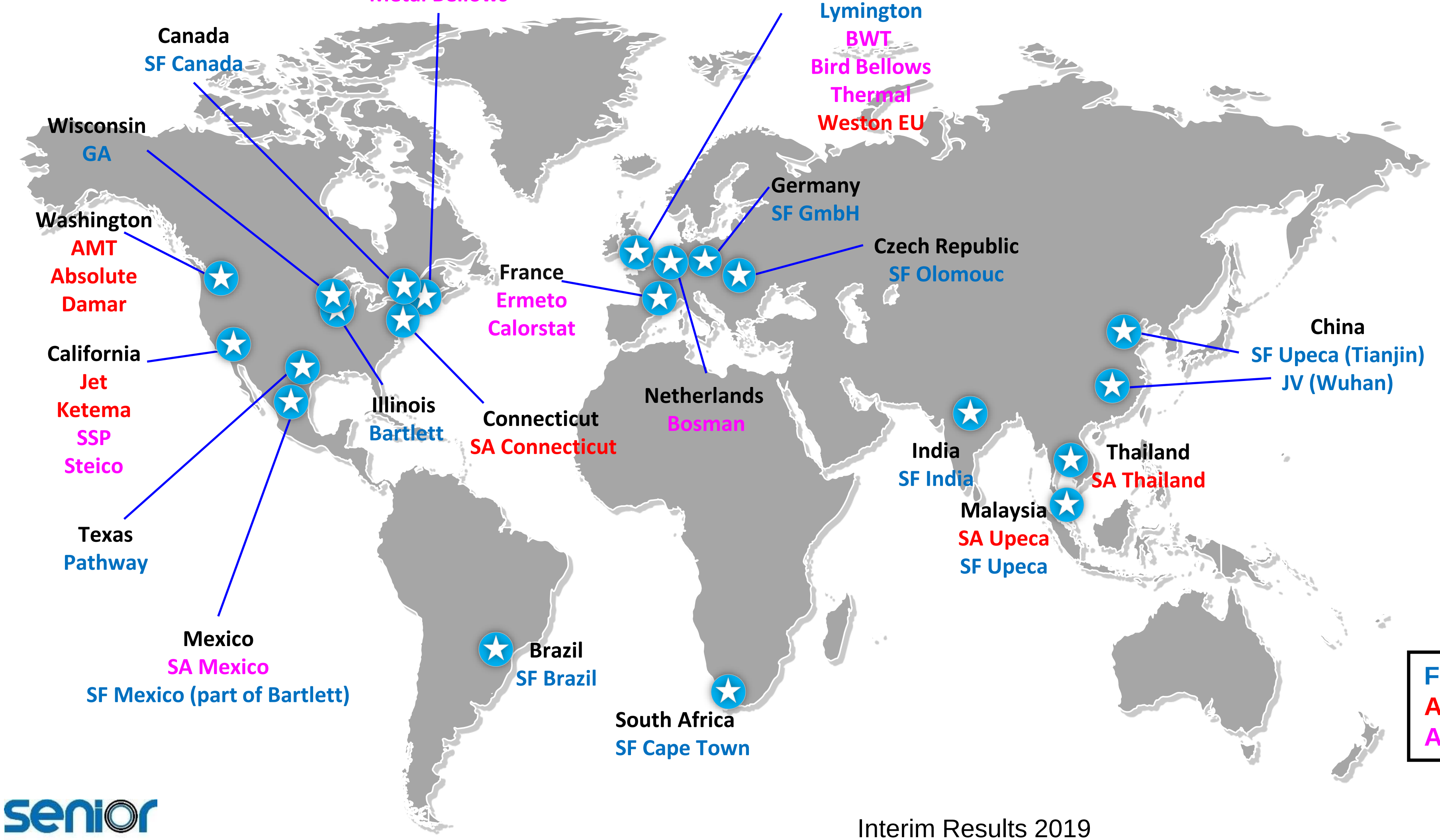
- ➪ Further develop leadership talent
- ➪ Upgrade functional capability across the Group
- ➪ Ensure robust succession plans are in place
- ➪ Team with world-class external partners to develop Senior's top talent

ACQUISITION FRAMEWORK

More Likely → Less Likely

Division	Fluid Systems, Flexonics, Structures, New Markets
Market	Large Commercial, Rotorcraft, Reg Jet, Biz Jet, VLJ, Defence, Energy, Truck/ Off Highway, Automotive, Renewables, General Industrial, Medical, Semi-conductor Equipment
Product	Aero Ducting, Control Bellows, Precision Machining, High Temp. Composites, Emission Control, Auto Piping, Thermal Management Products, Expansion Joints, Industrial Tube
Nature	Own design / IP, Higher Value Assy., Highly Engineered BTP Components, Commodity BTP
Geography	North America, UK, Europe, Africa, Asia, South America, Australasia
Ownership	Owner managed, Trade, Venture Capital
Revenue	$50 to $100m, $100m+, $30 to $50m, less than $30m

SENIOR'S LOCATIONS



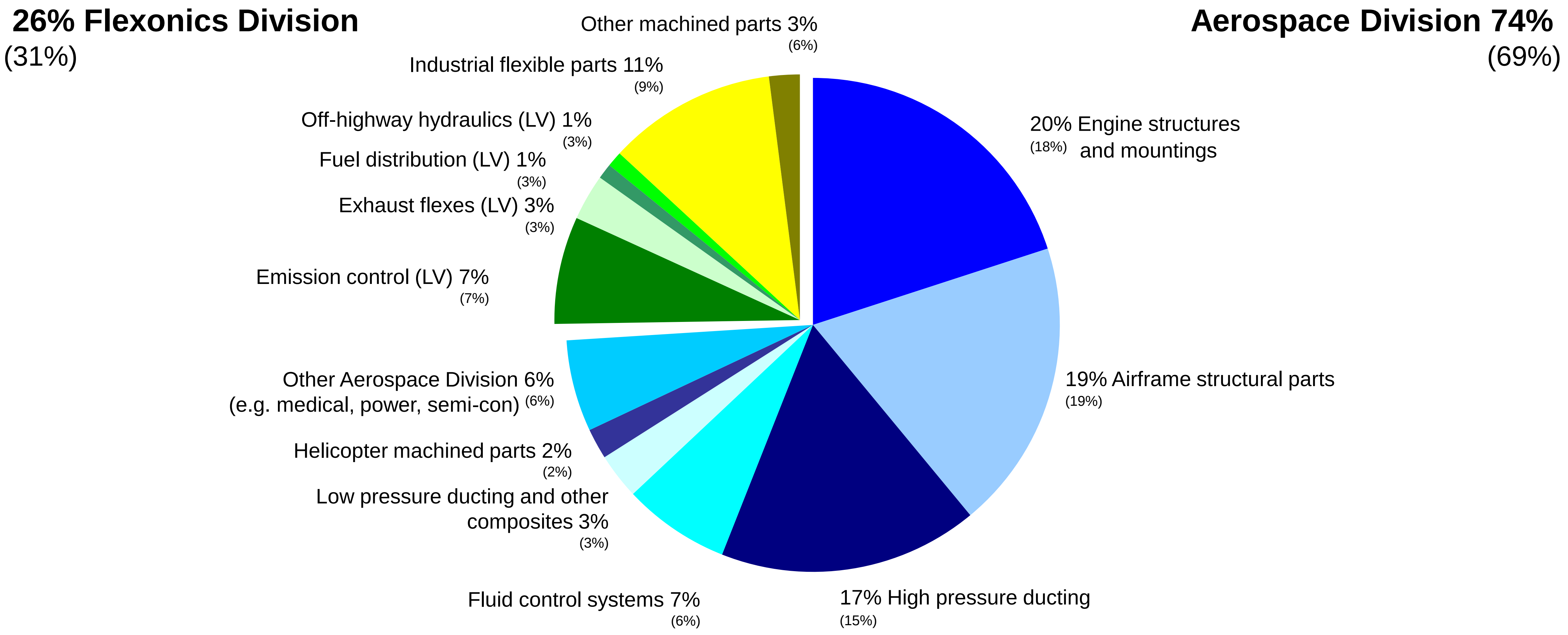
H1 2019 split	Sales	Adj. OP
N. America	63%	74%
UK	14%	1%
Rest of Europe	10%	12%
Rest of World	13%	13%

Flexonics (12 ops & JV)
Aerospace – Structures (9 ops)
Aerospace – Fluid Systems (10 ops)

senior Aerospace

senior Flexonics

SENIOR'S PRODUCTS – H1 2019



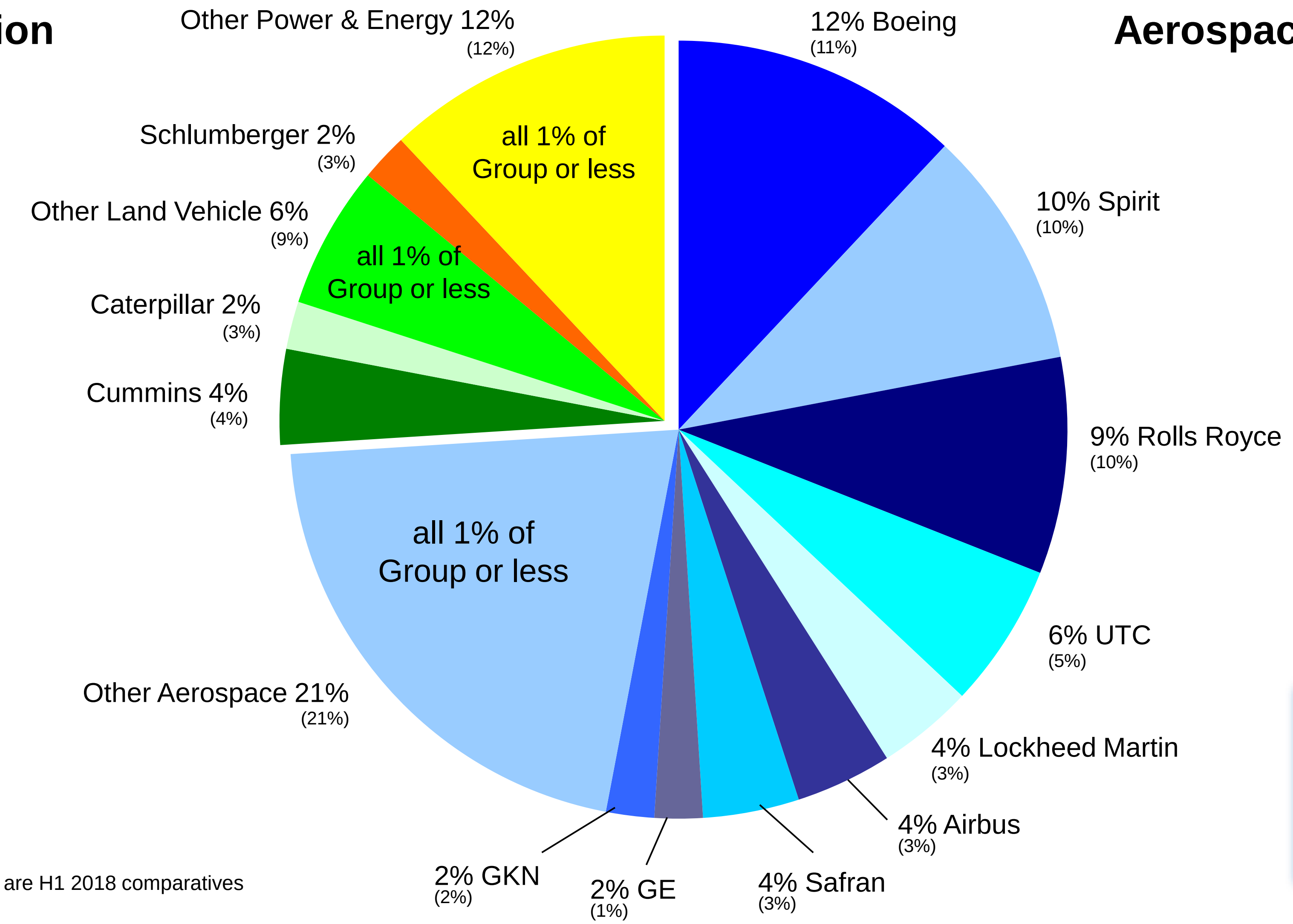
(LV) - Land vehicles

% in brackets are H1 2018 comparatives

SENIOR'S CUSTOMERS – H1 2019

26% Flexonics Division
(31%)

Aerospace Division 74%
(69%)



% in brackets are H1 2018 comparatives

On a derived basis:

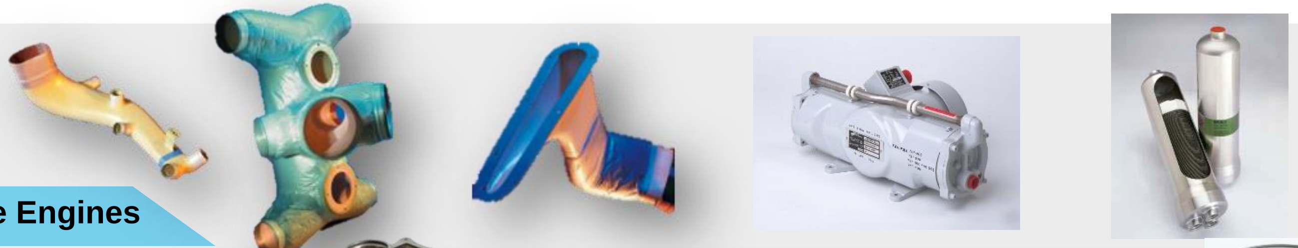
Boeing:Airbus ratio
50:50

TECHNOLOGY THEME ONE: FLUID CONVEYANCE

Aerospace

Aircraft

Low Pressure Ducting
High Pressure Ducting
Aerospace Control Products
Non-Aerospace Control Products

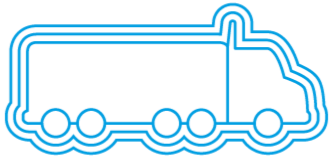


Gas Turbine Engines

Complex Ducts, Tubes & Pipes
Bellows Seals & Controls

Controlling the flow of fluids within systems

Extending the technology to numerous applications



Flexonics

Land Vehicle Emission Control

Thermal Heat Exchangers
Common Rail Diesel
Exhaust Flexes
Engine flexes & tubes

Industrial Process Control

Expansion Joints & Dampers
Hoses, Flexes, Bellows
Fuel Cells, CHP, Solar Power & Heating

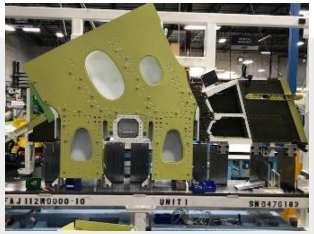
TECHNOLOGY THEME TWO: STRUCTURES

Aerospace

Airframe Structures & Assemblies

Airframe Structures
Airframe Assemblies
Helicopter Transmission Structures
Hard & Soft Metal Machined Parts






Engine Structures & Mountings

Nacelle Rings
Engine Casings
Aerofoils




Precision Machined Components and Assemblies

Flexonics

Land Vehicles

Fuel Injectors
Hydraulic Machined Components

Power & Energy

Oil & Gas Directional Drilling Equipment
Flow Control Valve Bodies
Oilfield Services Packers

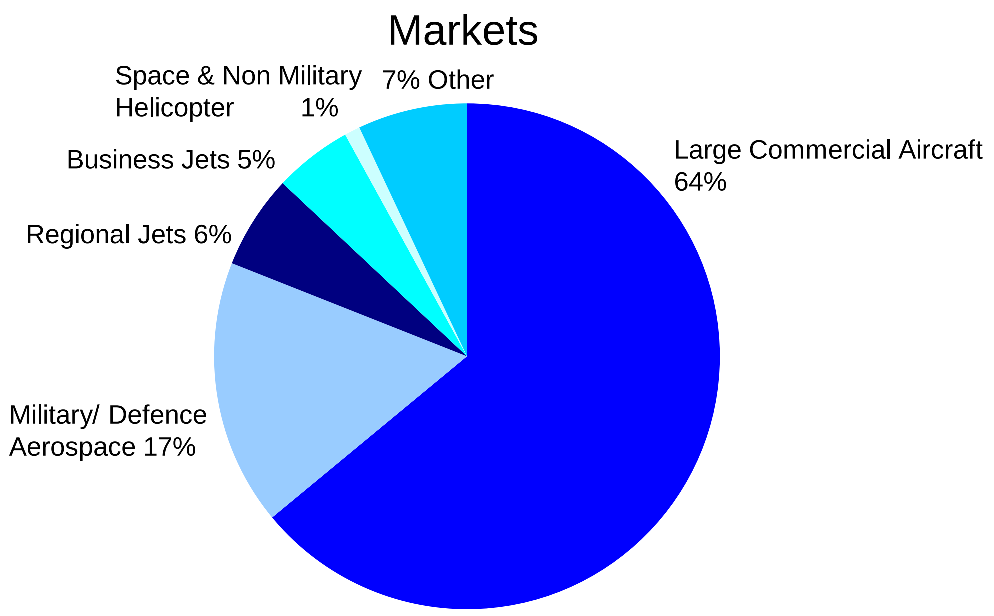


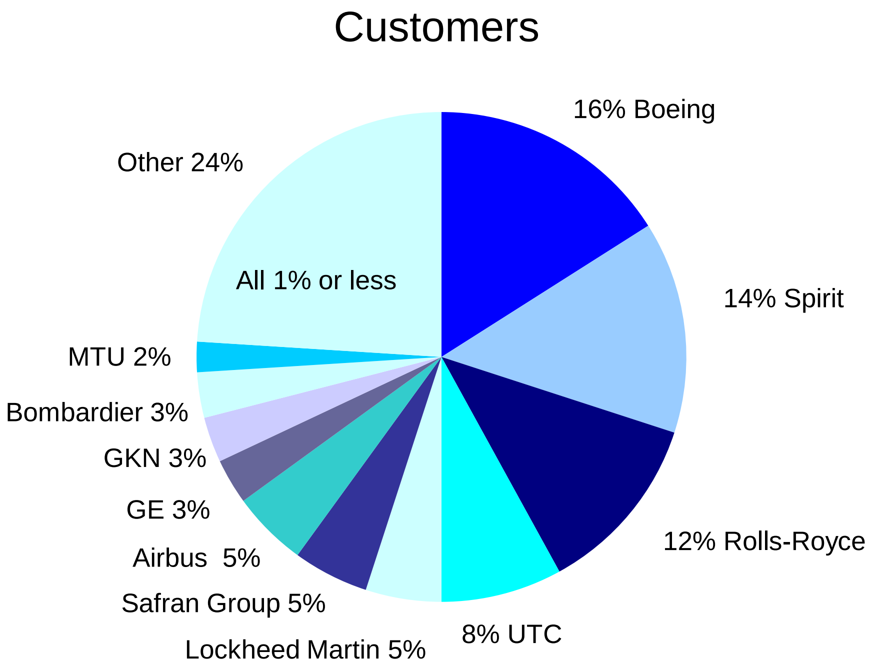

AEROSPACE DIVISION

AEROSPACE DIVISION: A SUMMARY

	H1 2019	H1 2018(1)	Change
Revenue	**£431.2m**	£381.4m	**+13.1%**
Adjusted Operating Profit(2)	**£38.9m**	£39.9m	**-2.5%**
Adjusted Operating Margin(2)	**9.0%**	10.5%	**-150bps**

19 Operations	
NAFTA	10
Europe	3
UK	4
ROW	2



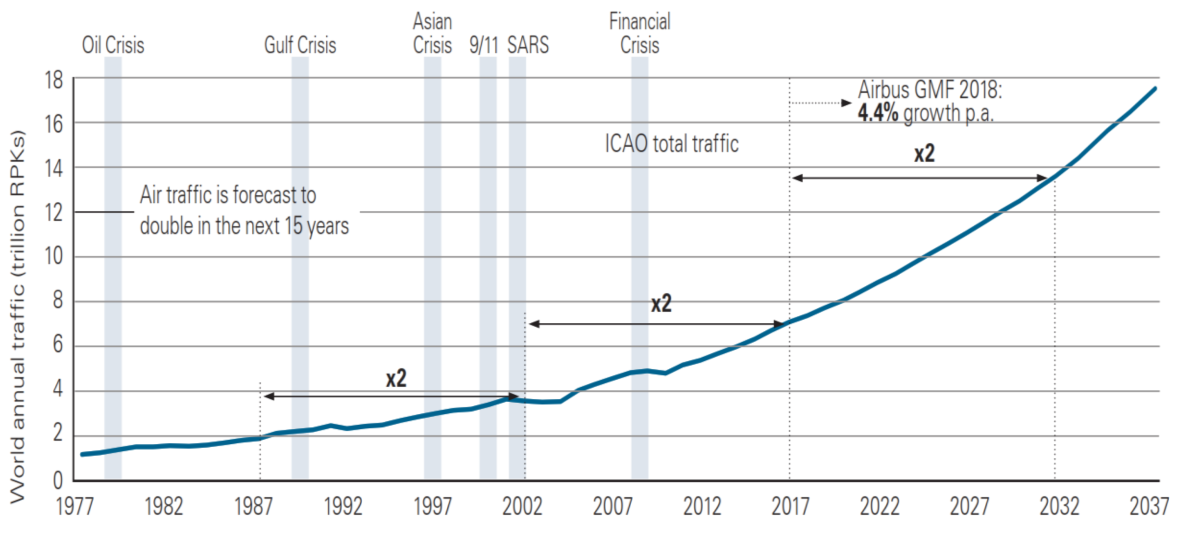


(1) All at H1 2019 exchange rates – translation effect only.
(2) Before amortisation of intangible assets from acquisitions £3.8m (H1 2018: £4.0m).

CIVIL AEROSPACE (55% of Group)

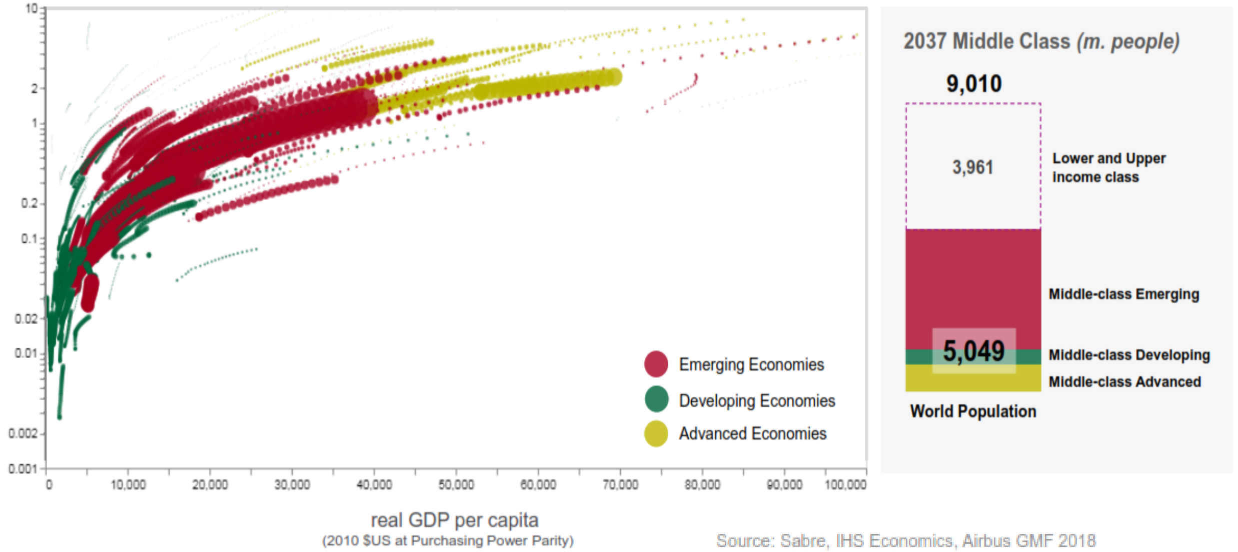
- ➪ Demand for new civil aircraft remains robust
- ➪ Boeing, Airbus and independent forecasters predicting air traffic to grow > 4% p.a. over the next 20 years
- ➪ By 2037, approx. 85% of emerging country populations will fly (up from 30% in 2017)

World Air Traffic



SOURCE: ICAO, Airbus GMF 2018

Trips per Capita (2017-2037)

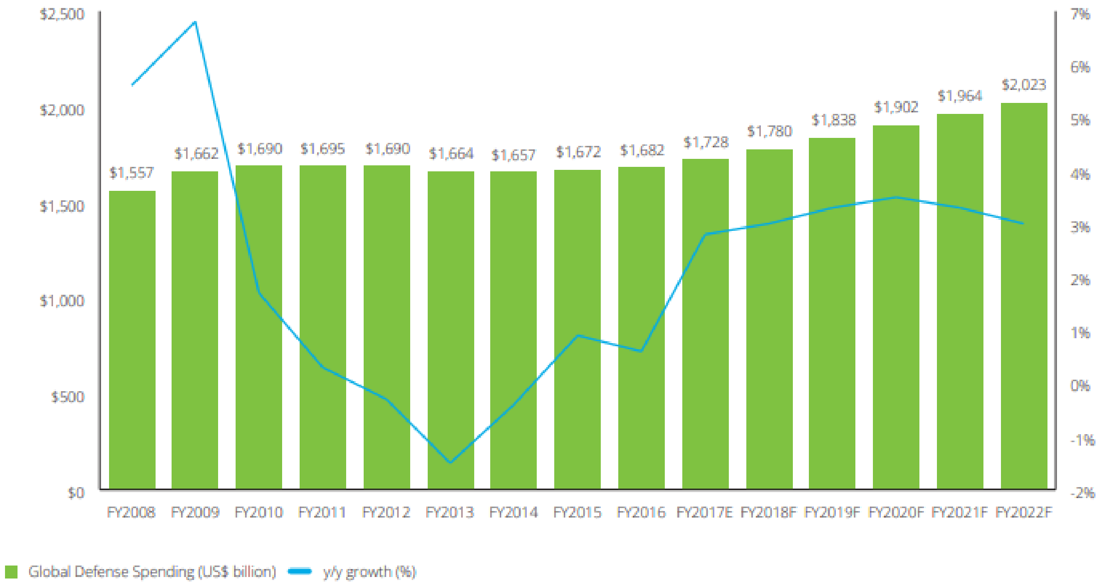


Source: Sabre, IHS Economics, Airbus GMF 2018
Equivalent amount of passengers flying from/to/within the country

MILITARY AEROSPACE (13% of Group)

- ➪ Global defence spending to exceed $2 trillion in 2022
- ➪ The US continues to spend more on defence than the next 7 countries combined
- ➪ Senior is well placed with good content on F-35, CH-53K and T-X Trainer

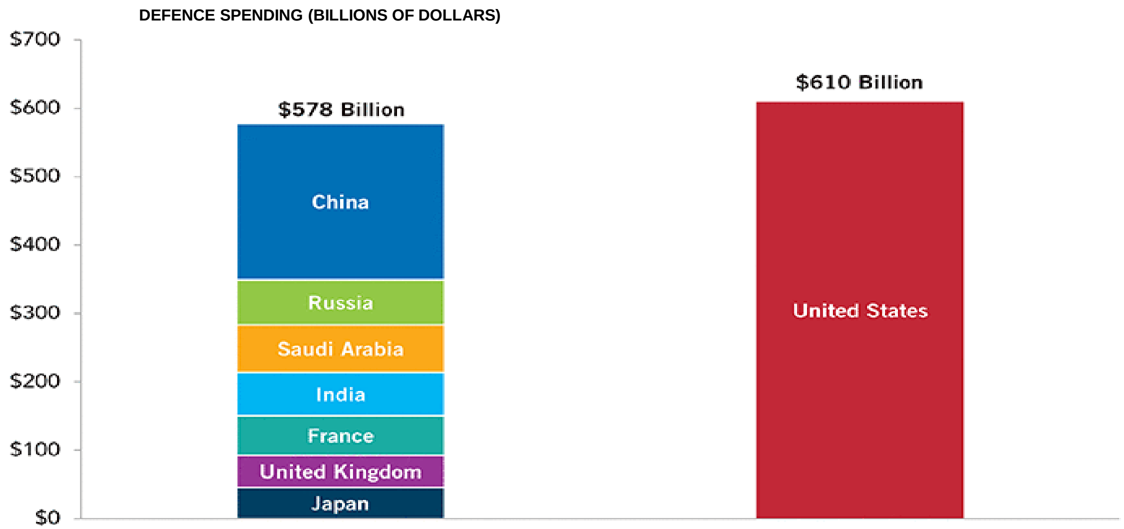
Global Defence Spending



Source: Deloitte analysis of data from Stockholm International Peace Research Institute (SIPRI) Military Expenditure Database, accessed in December 2017

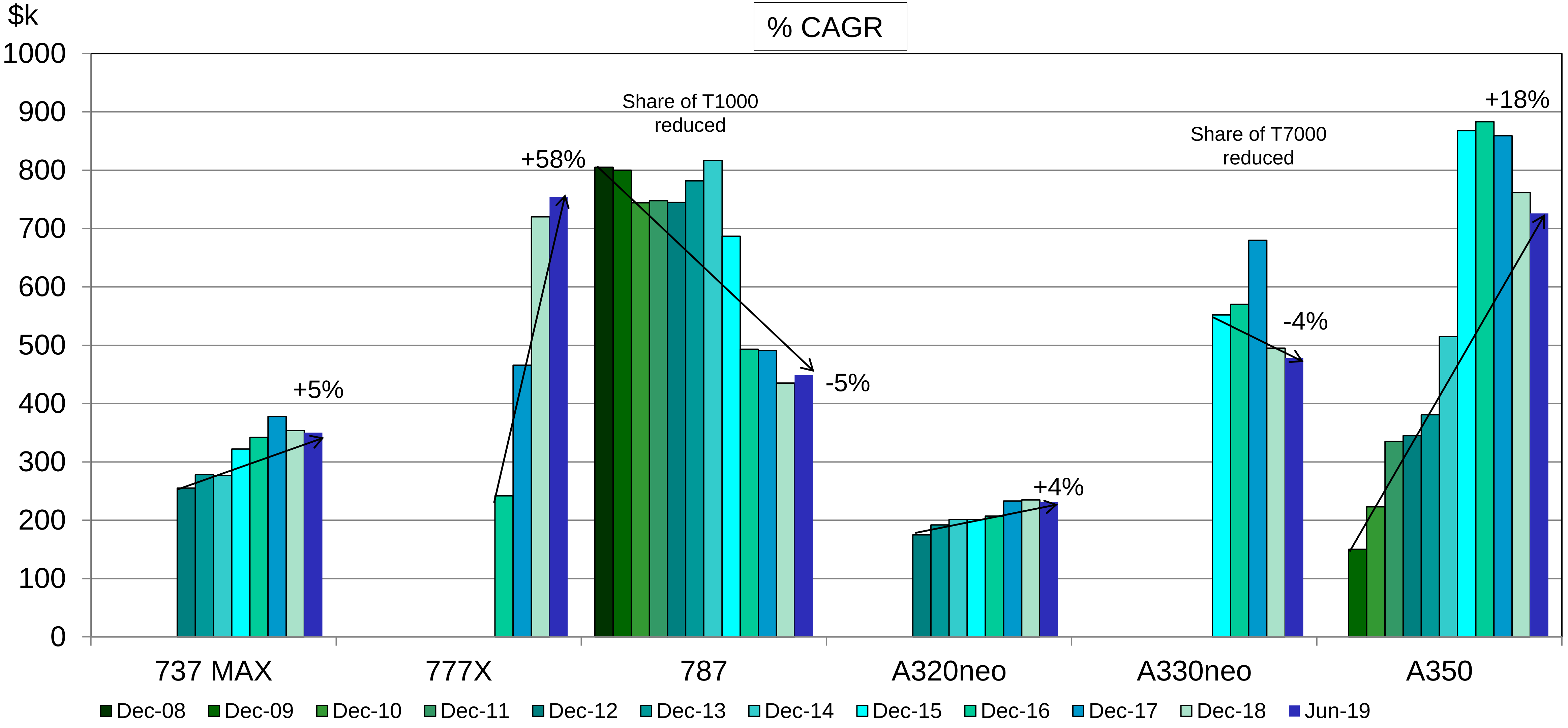
PETER G. PETERSON FOUNDATION

The United States spends more on defence than the next seven countries combined



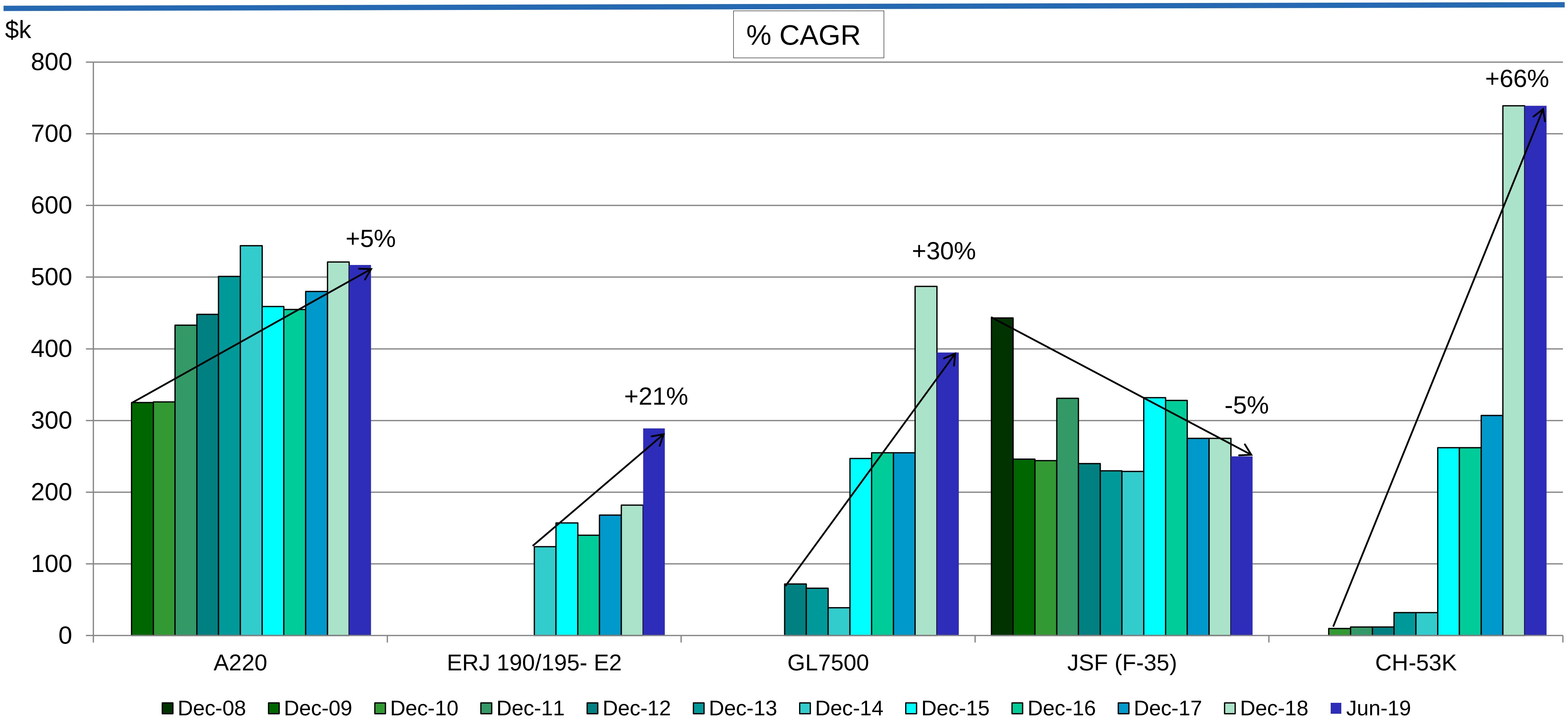
Source: Stockholm International Peace Research Institute, SIPRI Military Expenditure Database, May 2018. Data are for 2017. Compiled by PGPF. Note: Figures are in US dollars, converted from local currencies using market exchange rates.

SHIPSET VALUE[1] PROGRESSION – Large Commercial Aircraft



(1) Average based on programme share and estimated engine variant

SHIPSET VALUE[1] PROGRESSION – Regional, Business and Military



[1] Average based on programme share and estimated engine variant

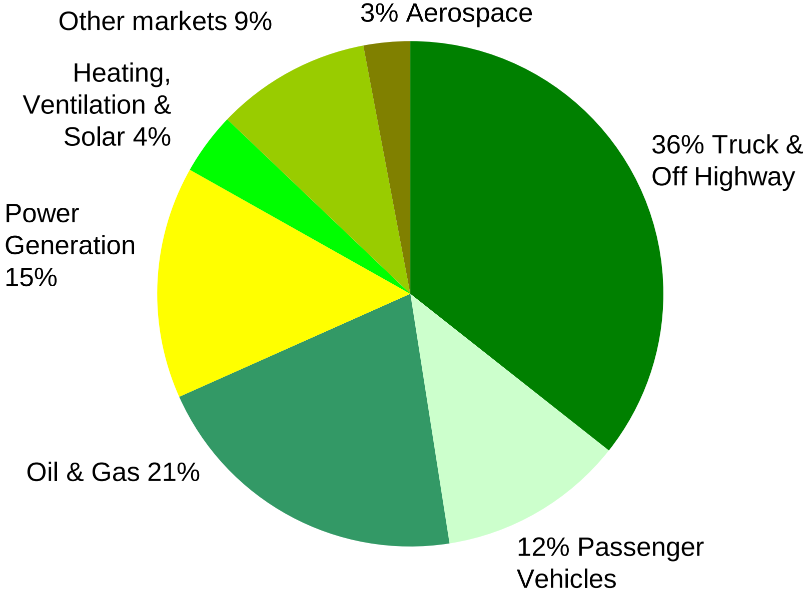
FLEXONICS DIVISION

FLEXONICS DIVISION: A SUMMARY

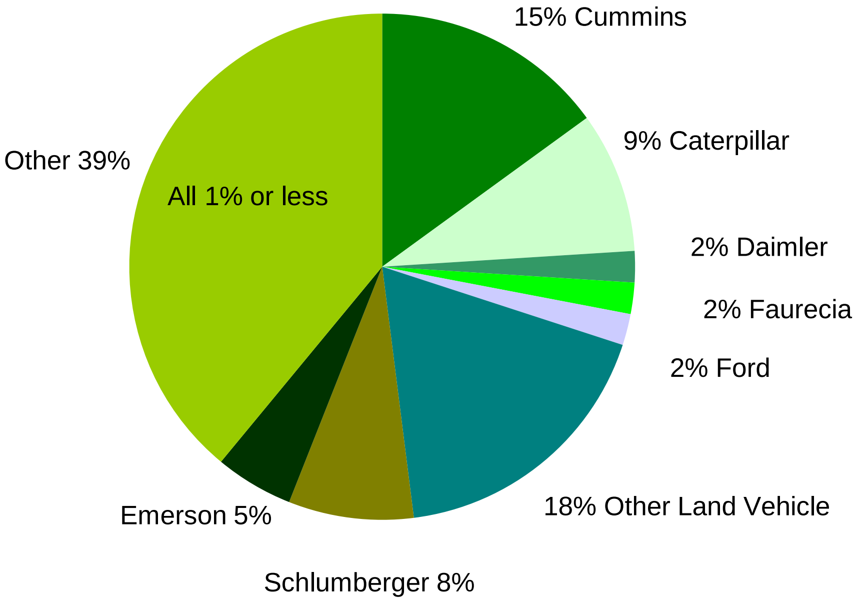
	H1 2019	H1 2018(1)	Change
Revenue	**£149.6m**	£165.1m	**-9.4%**
Adjusted Operating Profit(2)	**£14.4m**	£13.3m	**+8.3%**
Adjusted Operating Margin(2)	**9.6%**	8.1%	**+150bps**

12 Operations & JV	
NAFTA	4
Europe	2
UK	2
ROW	4
China JV	1

Markets



Customers

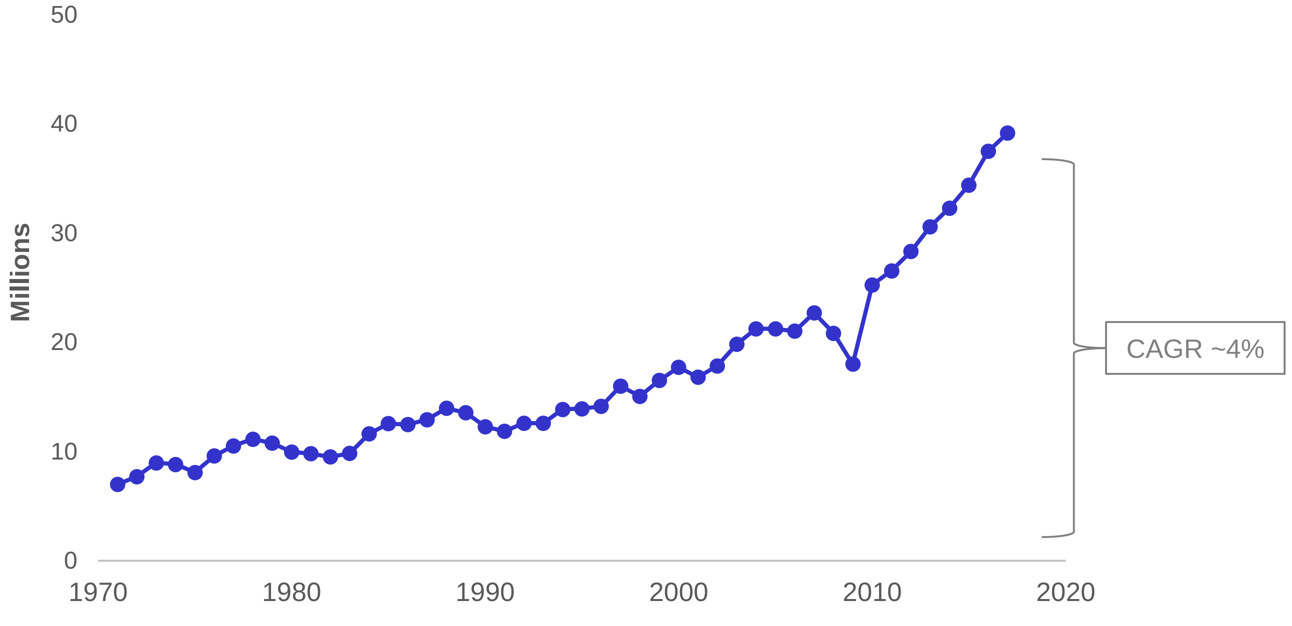


(1) All at H1 2019 exchange rates – translation effect only.
(2) Before amortisation of intangible assets from acquisitions £3.2m (H1 2018: £3.6m).

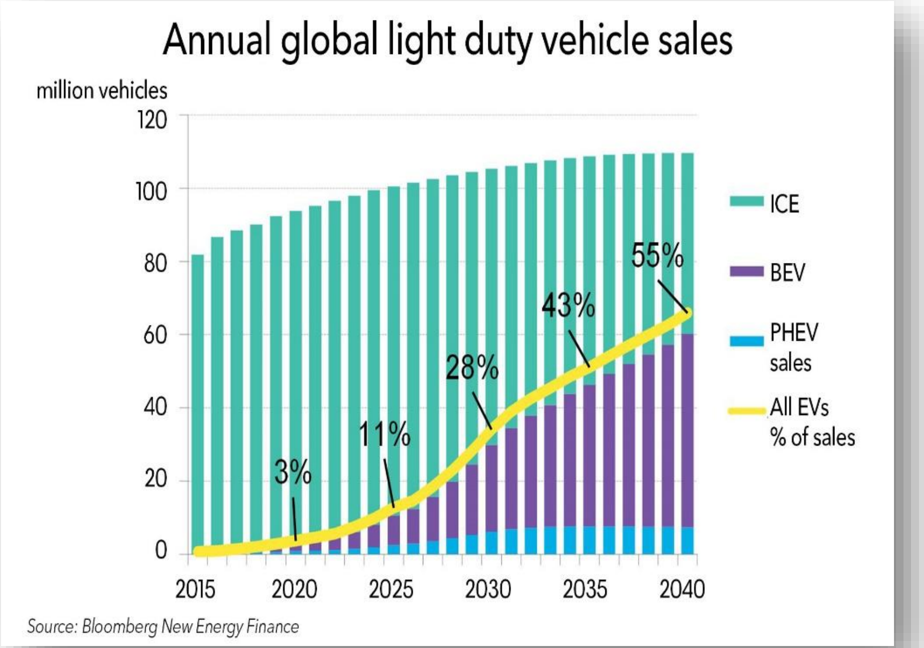
LAND VEHICLES (12% of Group)

- Commercial vehicles grow at 4% p.a. and passenger vehicles grow at 2% p.a. through the cycle
- Growth in GDP and tighter emissions regulations increase demand for Senior's land vehicle products
- Senior is addressing the changing landscape with innovative products

World Commercial Vehicles Production (1971-2017)

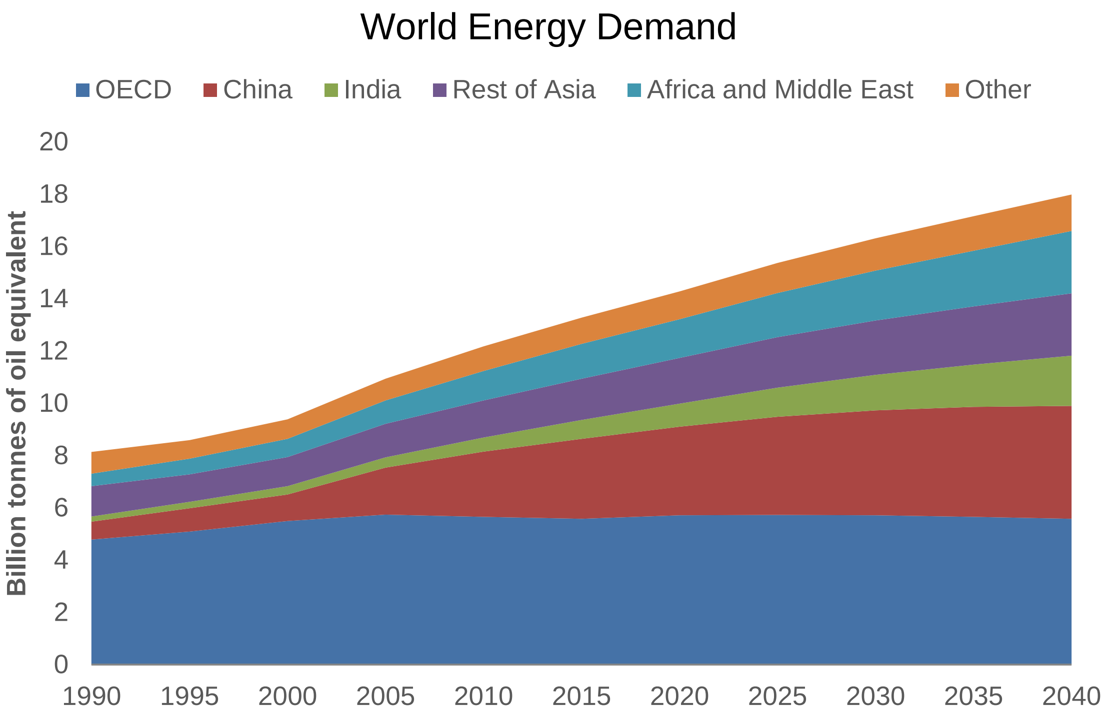


Source: Wards Intelligence, 2018

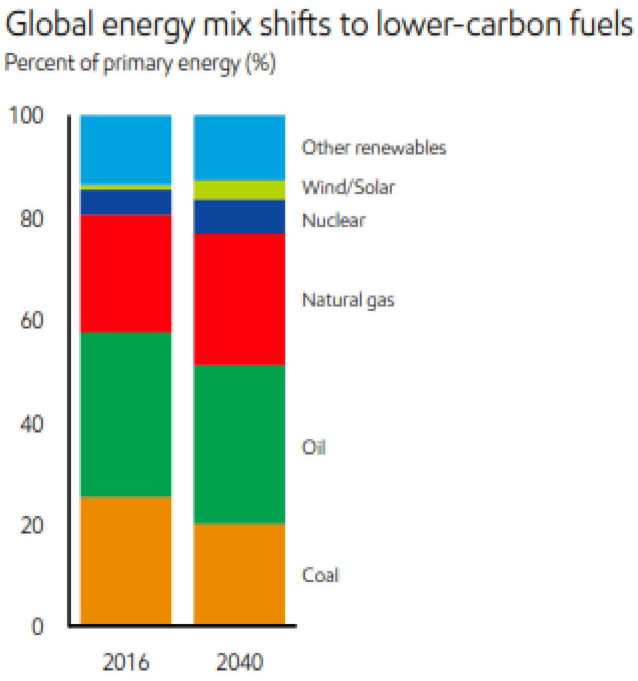


POWER & ENERGY (14% of Group)

- Projected increases in global energy usage, tightening emission control regulations and emerging changes in power generation will drive increased demand for Senior's power & energy products
- Senior supplies into oil and gas and power generation, including nuclear and renewables



Source: BP Energy Outlook 2035



Source: Exxon Mobile 2018 Outlook for Energy

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Presentation

Appendices